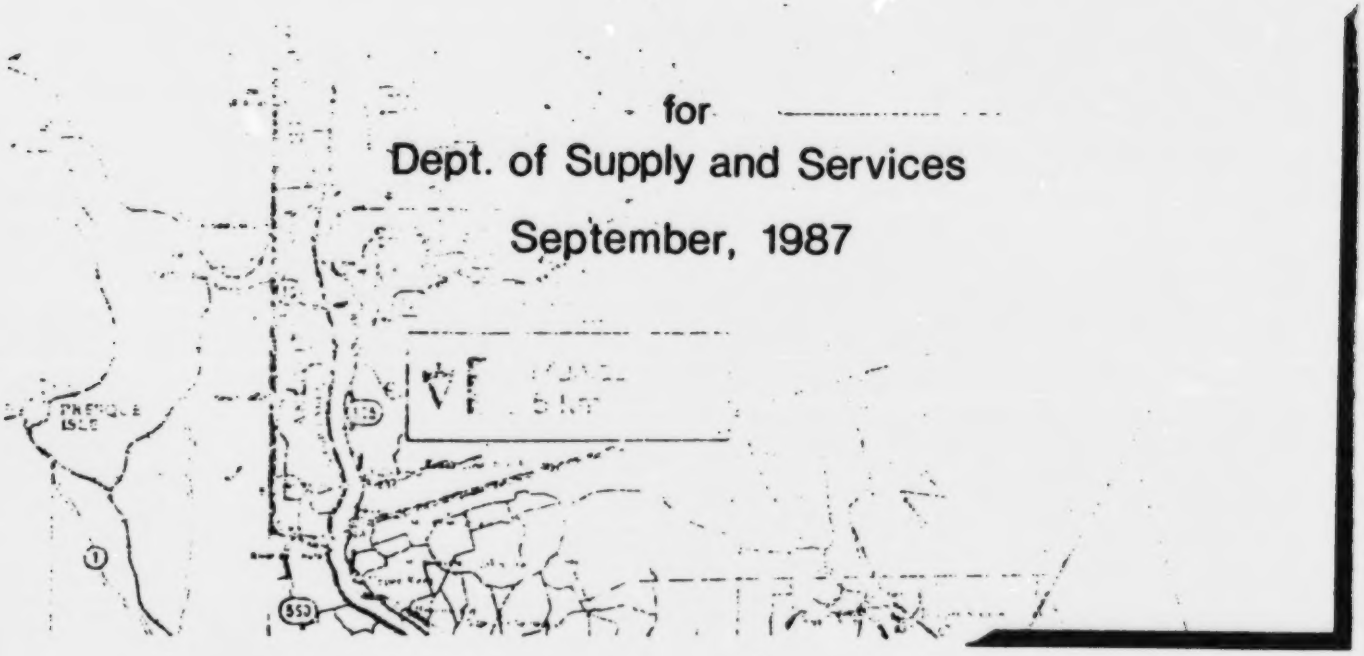
FINAL REPORT

Tourism Development Plan for Victoria County, N.B.



for

Dept. of Supply and Services

September, 1987

ADI Limited
Engineers, Architects, Planners,
Management Consultants, Surveyors

TOURISM DEVELOPMENT PLAN

FOR

VICTORIA COUNTY, N. B.

for

DEPARTMENT OF SUPPLY AND SERVICES

NOVEMBER 1987

FILE: 1264-32
DATE: NOVEMBER 1987

ADI Limited
Engineers, Architects, Planners,
Management Consultants, Surveyors

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November 5, 1987

Project 1264-32/2.2

Ms. Nicole LeGresley
Regional Industrial Expansion
770 Main Street
Moncton, N. B.
E1C 1E5

RE: FINAL REPORT - "TOURISM DEVELOPMENT PLAN FOR VICTORIA COUNTY, N. B."

Dear Ms. LeGresley,

Enclosed please find twenty-five (25) copies of the above report. The final report includes the Executive Summary, but not the Background Document, which has been sent earlier.

At the October 26th meeting of the Steering Committee, the Committee asked for information regarding additions to the project:

1. Use of Andrew Steeves to present the project findings at one or more public meetings.

   Time and cost:

   - preparation: 1 day at $450 — $ 450.00
   - each meeting: 1 day at $450 (including travel and set-up time) Expenses at $150 (approx.) — 600.00

2. Preparing more copies of Executive Summary for public distribution (assume 50 copies).

   - printing (each copy has 25 pages at $0.10) — $ 125.00
   - binding ($3.50 per copy with cover) — 175.00
   - shipping to Victoria County (1 destination) — 15.00

   $ 315.00

.../2

3.	Printing extra covers (assuming 50 copies) Clarence Surette thought report could be printed in Grand Falls with ADI covers.	$ 100.00
	- printing (50 copies at $2.00 each)	100.00
	- shipping to Victoria County (1 destination)	15.00
		$ 115.00

All expenses would be billed as incurred, so actual billings could vary somewhat from the estimates.

If you have any questions, please call me.

Yours truly,

TIMOTHY HOLYOKE, M.Sc.ENG.
PROJECT MANAGER

ANDREW STEEVES, P. ENG.
PROJECT RESEARCHER

ALS/pgm

c.c. Clarence Surette
Maurice Levesque

EXECUTIVE SUMMARY
A TOURISM DEVELOPMENT PLAN
FOR VICTORIA COUNTY, N. B.

1.0 INTRODUCTION

The beauty of Victoria County is a source of pride to its residents. The rivers, hills, fields and forests delight the eyes with broad panoramas, cosy valleys, well-maintained farms, clear brooks, and rural colours. The County has strong tourist appeal.

In the spring of 1987, ADI Limited was contracted by the Government of Canada to prepare a plan for developing Victoria County's tourism resources. This project culminated a long-time effort by officials in the County to have tourism recognized as an important contributor to the County's economy.

The objectives of this project were (a) to analyze the existing tourism industry in Victoria County; (b) to study trends and activities in other tourist markets; (c) to determine the best opportunities for tourism expansion in the County based upon markets and resources; and (d) to develop a tourism development plan based upon the study findings.

The study area was limited to Victoria County and excluded the Town of Grand Falls and the Tobique Indian Reservation which had been or were to be studied separately.

As part of the study the consultant conducted a telephone survey with several key tourism operators and a series of three public meetings (Perth-Andover, Drummond, and Plaster Rock).

This Executive Summary presents the highlights of the final report and market plan.

2.0 PRESENT SETTING - VICTORIA COUNTY'S TOURISM INDUSTRY TODAY

Inventories of attractions and services were compiled. Eighteen attractions were identified and evaluated (see Table E-1). The major attractions in the County were its scenery and its location on major traffic routes.

An evaluation of tourism accommodations found a need for more hotel and camping space in the Upper Saint John River Valley (see Figure E-1).

The County seems to have an adequate level of services for tourists (banks, food stores, laundromats, etc.). See Figure E-2.

The outfitting indusry is one of the County's strongest attractions. However, several outfitters and government officials think that the industry may be overcrowded leading to game shortages and unrealistic pricing.

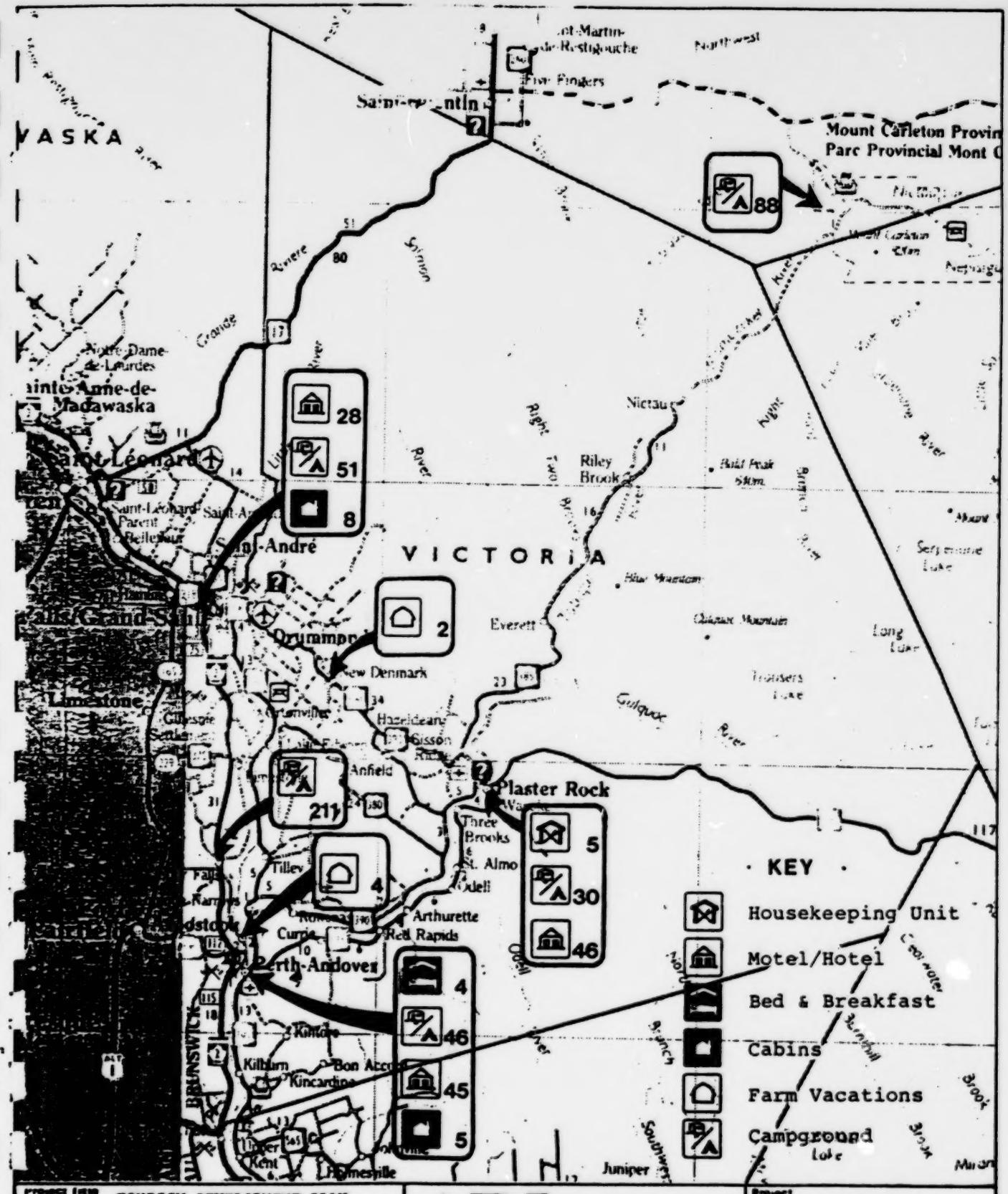
Mount Carleton Park will certainly become an attraction once the access road through Plaster Rock is upgraded. However, the Park, which is outside the County, is only one of many attractions to bring tourists to the County.

TABLE E.1

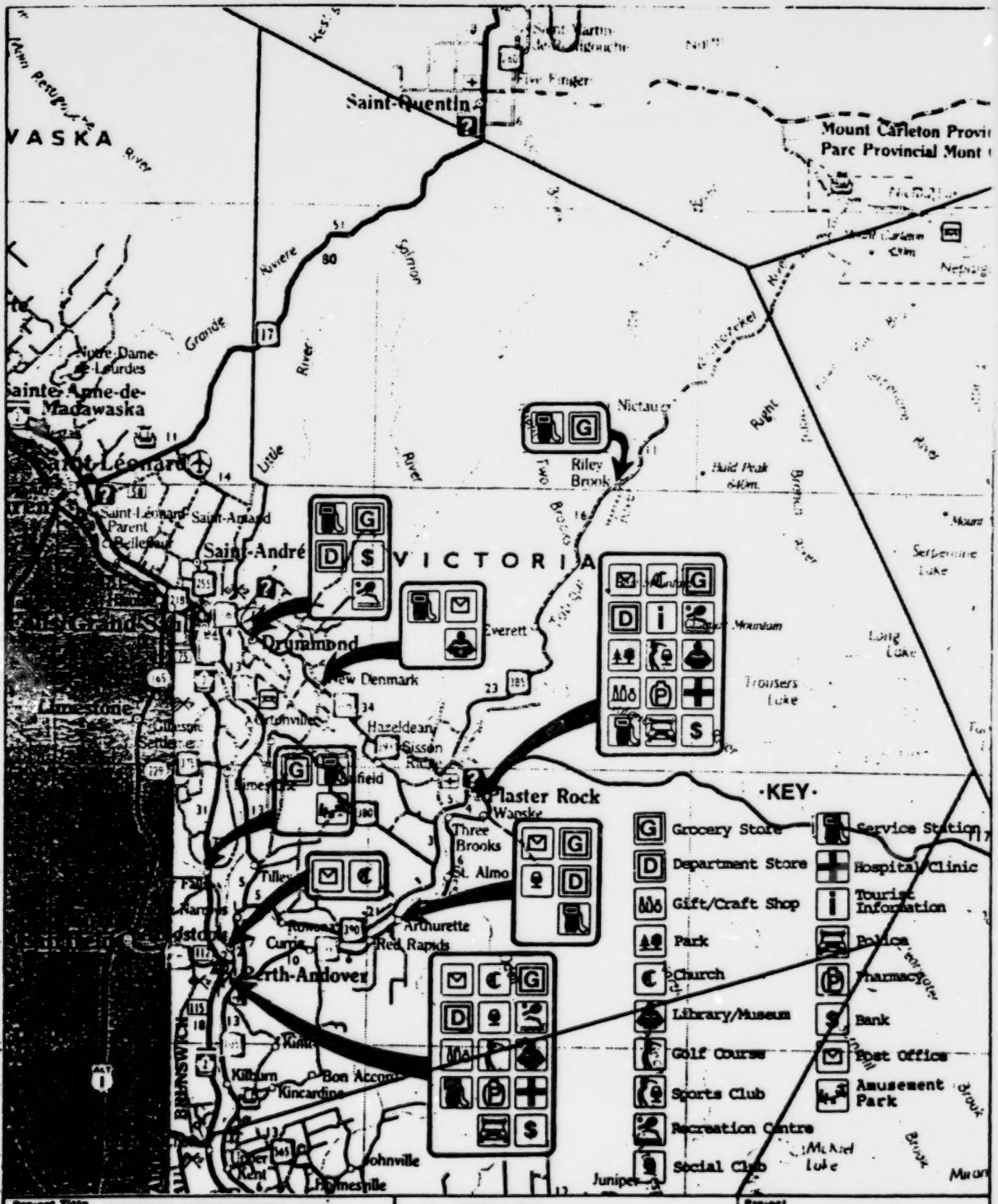
MAJOR EXISTING TOURIST ATTRACTIONS IN VICTORIA COUNTY*

A. Trans-Canada Highway (Grand Falls to Riviere du Chule)
B. Route 108 - "The Renous Highway" -(Grand Falls to Renous)
C. The River Roads (Routes 105, 109, 385 and 390)
D. The Falls and Gorge at Grand Falls (outside of study area)
E. Tobique Indian Reservation (outside of study arae)
F. Scotch Colony
G. New Denmark
H. York's Restaurant
I. Outfitting
J. Hunting and Fishing
K. Wilderness Lakes
L. Beechwood Headpond
M. Tobique Narrows Dam and Headpond
N. Potato Fields
O. Aroostook
P. Drummond
Q. Perth-Andover
R. Plaster Rock

*For descriptions of attractions, see Appendix A.



Project title: TOURISM DEVELOPMENT PLAN FOR VICTORIA COUNTY, N.B.	ADI Limited Engineering, Architecture, Planning, Management Consulting, Surveying. FREDERICTON, NB / SAINT JOHN, NB / MONCTON, NB CHARLOTTETOWN, PEI / HALIFAX, NS / OTTAWA, ON	Project: 1264-032
Dwg. Title: DISTRIBUTION AND TYPE OF ACCOMMODATIONS		Dwg.: FIGURE E-1
		Drn. By: JTGB · Scale: nts · Date: 87.08



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Dwg. Title: DISTRIBUTION AND TYPES OF SERVICES AVAILABLE		Dwg.: FIGURE E-2	
		Drn. By: JTGB	Scale: nts	Date: 87.08

3.0 TOURISM MARKET ANALYSIS

Using tourism figures from several sources, the consultant analyzed tourist traffic in the County. Among the main findings were:

a) northwestern New Brunswick attracts proportionately more people from Ontario but fewer from Quebec and the United States than the rest of the province;

b) the region attracts proportionately more visitors and passers-through but fewer sightseers than the rest of New Brunswick;

c) tourists to northwestern New Brunswick are more likely to stay with friends and family and less likely to stay in hotels than in the rest of the province;

d) tourists in northwestern New Brunswick are considerably more active in watersports, hiking, golfing, and so on than those to the rest of New Brunswick; and

e) in comparison with the province as a whole, there is a longer tourist season in northwestern New Brunswick with a smaller summer peak and a longer fall season.

The tourism industry in the County is relatively undeveloped compared to Shediac or St. Andrews, and there is plenty of room for growth.

4.0 TOURISM THEME DEVELOPMENT AND OPPORTUNITIES

Twelve different themes were developed and investigated with the object of "capturing" the spirit of Victoria County. "Explore the Frontier County" was the theme selected. It was judged as best combining the County's strong traits (culture, pioneer spirit, farming, forests, rivers, wilderness, friendly people, hills and valleys) into an attractive whole, while allowing various communities to develop their own subthemes.

Over thirty tourism development opportunities were identified and evaluated in the study (see Table E.2). These opportunities, in turn, could generate other ideas for interested businessmen or nonprofit groups.

TABLE E.2

TOURISM OPPORTUNITIES FOR VICTORIA COUNTY
*(Opportunities are described in detail in Appendix B)

Name*	Type	Status	Appeal Potential	
			Strength	Breadth
Scenic Auto Tour	Activity	undeveloped	moderate	broad
Canoe Tours	Activity	partially developed	moderate - strong	special
Autumn Bus Tours	Activity	undeveloped	moderate	broad
Photography/Wildlife Excursions	Activity	undeveloped	strong	special
Dirt Bike/All Terrain Vehicle Races	Activity	undeveloped	strong	special
Tour of Fraser Company Sawmill	Event	undeveloped	moderate	special
Church and Community Suppers	Event	partially developed	moderate	broad
Victoria Day in Victoria County	Event	undeveloped	strong	broad
Tobique River Canoe Race	Event	partially developed	strong - moderate	special
Saint John River Canoe Race	Event	undeveloped	strong moderate	special broad
Car or Motorcycle Rallies	Event	undeveloped	moderate	special
Music Festival	Event	undeveloped	strong moderate	special broad
Hosting Major Team Sports Event	Event	partially developed	strong	special
Hot Air Balloon Regattas	Event	undeveloped	strong	special broad

TABLE E.2 (continued)

Name*	Type	Status	Appeal Potential	
			Strength	Breadth
CANUSA Games	Event	undeveloped	strong	special
Family Reunions, Family History, Geneology	Event	partially developed	strong	special
Maggie's Falls Waterfalls	Place	undeveloped	moderate	broad
Scenic Lookouts	Place	undeveloped	moderate	broad
Railway Trestle across Salmon River at Davis Mill	Place	undeveloped	moderate strong	broad special
Tinker Dam	Place	undeveloped	moderate	broad
Mascots/Symbols/Nicknames	Concept	undeveloped	moderate	broad
Potato Museum	Concept	undeveloped	strong	broad
Agricultural Museum	Concept	undeveloped	strong	broad
Wildlife Park and Museum	Concept	undeveloped	strong	broad
Pioneer Museum	Concept	undeveloped	moderate	broad
Indian Heritage Museum	Concept	undeveloped	strong	broad
Low Gasoline Prices	Concept	partially developed	moderate	broad
Foods of Victoria County	Concept	partially developed	strong	broad
Hot Air Balloon Rides	Concept	undeveloped	strong	special broad
Special Camps	Concept	partially developed	strong	special
Guide/Outfitters School	Concept	undeveloped	strong	special
Factory Outlet and Specialty Stores	Concept	undeveloped	strong	special

5.0 TOURISM DEVELOPMENT ACTION PLAN

The purpose of the Action Plan was to expand the tourist industry in Victoria County while also:

increasing employment,
increasing investment,
increasing the tax base,
improving the standard of living,
being compatible with residents' aspirations, and
being a logical extension of the existing industry.

With these thoughts in mind, the following Action Plan steps were developed.

Action Step 1 - Formation of a Victoria County Tourism Association

Description. It is very important for Victoria County's tourism industry that a Tourism Association be formed for the following reasons listed below.

1) Greater authority. As the tourism industry in New Brunswick grows and matures, there is a greater emphasis on regional marketing. Government officials--federal and provincial--prefer to deal with associations because associations represent larger areas, more people, and often, a more rational approach to tourism.

2) United voice. Government support will be more forthcoming if there are no local rivalries and squabbles. A Tourism Association can help resolve these problems before senior governments are approached.

3) More efficiency. A Tourism Association should be more efficient in its promotional efforts than a group of operators and villages working independently.

4) More standardization. An Association can set and monitor standards for the operation and promotion of tourist attractions, accommodations, and services.

5) Continuity. It will take time to expand the tourist industry in Victoria County. Thus, it is important that the industry maintain continuity: to ensure that the County keeps its contacts with Federal and Provincial departments, despite changes in staff; to maintain standards of service, despite changes in ownership; and to maintain a tourism profile, despite changes in the demographic mix of the market.

6) Goals. An Association could set annual goals for the County's Tourist Industry and focus on them (example, Scenic Routes, Tourist Bureau).

Recommended Action. Tourist operators, municipal officials and interested individuals should form a Victoria County Tourism Association with the aims of promoting tourism, representing the County to senior governments, and ensuring the quality of tourism attractions, accommodations and services.

Explanation. The exact mandate and composition of the Victoria County Tourism Association is to be determined by its membership. However, when forming the Association, members should give careful consideration to the following issues:

1) Membership type. Should the membership consist only of private tourism operators? Or should the municipalities be represented? Should the senior governments be represented?

Timeframe
Acceptance of
this Report

3 months — **STEP 1.** FORMATION OF VICTORIA COUNTY TOURISM ASSOCIATION

6 months — **Step 2.** Formulate and Implement an Action Plan

Step 3. Form Relationships With Federal and Provincial Governments

Step 4. Support National, Regional, Provincial Tourism Promotion

1 year — **Step 5.** Develop a Programme of Tourist Promotion for Victoria County

1½ years — **Step 6.** Develop a Highway Signs Programme

2 years — **Step 7.** Establish a Tourist Information Bureau on Trans-Canada Highway

3 years — **Step 8.** Formulate and Implement Quality Standards

Step 9. Develop an Employee Training Programme

Step 10. Promote the Designation of Scenic Routes

Ongoing activities:

- respond to information requests
- encourage development of tourism opportunities
- encourage employee training

FIGURE E.3 ACTION PLAN FOR VICTORIA COUNTY

2) Membership area. Should the Association include Grand Falls and the Tobique Indian Reserve (which are outside the area studied for this project)?

3) Voting. Should each member have one vote? Or should the votes be allocated by region?

4) Relationship with associations in adjacent tourist areas. Should the Association become a member of a larger group, say the Upper Saint John Tourism Association? Or should it remain an independent body?

5) Dues. Should the dues be uniform or should they vary with the type or size of member firms?

Early and careful consideration to these and other questions will result in an Association which will best represent the interests of tourism industry in the County.

Responsible person(s): Steering Committee in association with tourism operators.

Funding source: Government of Canada (Tourism Canada), Department of Tourism, Recreation and Heritage.

Timeframe: within three months of the acceptance of this report (by summer of 1988).

Action Step 2 - Formulate and Implement an Action Plan

Description. The Victoria County Tourism Association will need an action plan to attain its goals, regardless of whether this plan is accepted or not.

Recommended Action: Either implement the plan presented in this report or formulate and implement a new or revised plan.

Responsible Persons: Executive of Victoria County Tourism Association.

Funding Source: Little funding required, funds from Association.

Timeframe: Within six months of the formation of the Victoria County Tourism Association.

Action Step No. 3 - Form Permanent Relationships With Tourism Officials in the Federal and Provincial Governments

Background. The two senior governments represent large and valuable resources to any tourism association. Both have a wealth of statistical, promotional, market research, and cost information from New Brunswick, Canada and the world. As well, various government departments have staff knowledgeable in tourism operation, promotion, statistics, current trends, and assistance programmes. Finally, the governments have a number of financial assistance programmes.

Recommended Action. Contact appropriate government officials, introduce them to the Association and its goals, keep them informed of developments, and ask for information and financial assistance when required.

Responsible person(s): Chairman of the Victoria County Tourism Association, Chairman of Federal-Provincial Liaison Committee or Secretary.

Funding Source: Little funding required, funds from Association.

Timeframe: Within six months of formation of Association.

Action Step 4 - Support National, Regional and Provincial Tourism Promotion

Description. As mentioned earlier, because of the presence of the Trans Canada Highway, Victoria County is bound to benefit from any campaign to increase tourist traffic to Canada, the Atlantic Region or New Brunswick.

Recommended Action. Provide moral support to any national, regional or Provincial tourism campaigns including supplying useful tourism information, promotional literature, photographs and so on.

Responsible Person: Chairman of Victoria County Tourism Association, Chairman of Federal-Provincial Liaison Committee, or Secretary.

Funding Source: Little funding required, funds from Association.

Timeframe: Within a year of formation of Association.

Action Step 5 - Develop a Programme of Tourist Promotion for Victoria County

Description. Early in this study it became apparent that Victoria County is inadequately promoted at present. Without promotion, the County's tourist industry cannot hope to compete, let alone grow.

While not cheap, tourism literature is one of the most cost-effective tools available for promoting the tourist industry. Radio and television can be useful for attracting attention, but most tourists make decisions on vacation destinations after a

careful review of features and benefits--attributes best communicated by the written word supplemented by photographs and other visual aids. This they cannot do at present.

Recommended Action. The Victoria County Tourism Association should develop literature promoting the County's attractions, accommodations and services.

Funding Source: Victoria County Tourism Association, Federal and Provincial Governments.

Responsible Person. Chairman of Promotion Committee.

Recommendation. Tourism operators in the County should develop literature promoting their attractions, accommodations and services to tourists. This literature should be consistent with the themes and content of the literature developed by the Victoria County Tourism Association.

Responsible Person(s): Owners of tourist attractions, services and accommodations.

Funding Source: Owners.

Timeframe: Within a year of the formation of a Tourism Association.

Explanation. The two-tier approach to tourism literature reflects the different goals of the Association and the individual operator. The Association is intended to promote the County as a whole and not to favour individual operations. The operator intends to promote his or her business first, as part of the regional tourist mix.

Action Step 6 - Develop a Highway Signs Programme

Description. At present, there are few advertising signs for the County's tourist attractions, accommodations, and services along any of its main highways. The lack of signs hurts the tourism industry by offering tourists no indication of where to detour or stop in the County.

In New Brunswick, the Department of Transportation has issued regulations governing the placement of signs along public highways. Any sign upgrading programme will have to follow these regulations or risk the loss of many signs. However, within these regulations several sign options are possible.

Recommended Action. In accordance with guidelines and policies set by the New Brunswick Department of Transportation and with consultation of the New Brunswick Department of Tourism, Recreation and Heritage, and the Victoria County Tourism Association, develop a programme for increasing the number of quality highway signs for tourist attractions, accommodations, and services.

Responsible Person: Chairman of the Promotions Committee.

Funding Source: Association, Department of Tourism, Recreation and Heritage

Recommended Action. Within the guidelines of the sign programme of the Victoria County Tourism Association, operators can increase the number of quality highway signs for their tourist operations.

Responsible Person(s): Owners of tourist attractions, services, and accommodations.

Funding Source: Owners.

Timeframe: Within eighteen months.

Explanation. The purpose of the Association is to promote the County, not individual businesses. Thus, its thrust would be to ensure that general signs such as those designating scenic routes, museums, parks, rest areas were adequate in size and number. As well, the Association could develop a standard format for signs advertising private operations.

It would be the responsibility of the individual operator to post signs for his or her business. It would be to the Association's advantage, however, to ensure that even individual signs showed some uniformity (standard sizes, standard border colours, use of Association logo).

Action Step 7 - Establish a Tourist Information Bureau on Trans Canada Highway

Description. At present there are two tourist information bureaus in the County, one in Plaster Rock, the other in Grand Falls (outside of study area). Both bureaus are municipally run. In the stretch of Trans-Canada Highway between Grand Falls and Hartland there is no bureau at all--one of the longest stretches of the Highway without this service.

Perth-Andover is a logical place for a tourist bureau for several reasons--of benefit to Victoria County and the Province of New Brunswick:

1) The village is a gateway to New Brunswick being close to an important border crossing to the United States. (For comparison purposes, there are presently bureaus at these entry points: Clair, Edmundston, St. Leonard, Grand Falls,

Woodsto , McAdam, St. Stephen, and Campobello Island. Four of these are provincially run, four are municipally run.)

2) The village is a gateway to Victoria and upper Carleton County. Between Grand Falls and Florenceville, Perth-Andover is the only access point to Victoria County and upper Carleton County having the only major bridge across the Saint John River.

3) The village is a gateway to the wilderness areas of the upper Tobique, Mount Carleton Park, and the Game Reserves of Renous and Plaster Rock.

4) It is roughly midway between the Grand Falls and Hartland tourist bureaus and provincial parks.

The type of facility envisioned here would be a full-service bureau similar to that at St. Leonard with good access to the Trans-Canada Highway and a large parking area. There are several stretches of the highway near Perth-Andover with lovely views; if the Bureau was built along one of these stretches, a small picnic park could be added.

If a Bureau cannot be established, then the next best thing would be an information kiosk. Located at a site similar to that for a Tourist Bureau, the kiosk would contain signs for local tourist operations and a rack for brochures. If possible, washrooms, picnic tables, and a telephone booth could be added.

Recommended Action. The Victoria County Tourism Association should work for the establishment of a tourist information bureau along the Trans-Canada Highway at or near Perth-Andover/ Aroostook. The office would be run by the Association or the Province.

Responsible Person: Chairman .. the Tourist Bureau Committee.

Funding Source: Department of Tourist, Recreation and Heritage (capital and operating), Association (operating)

Recommended Action. Failing the establishment of a tourist information bureau, the Victoria County Tourism Association should work for the establishment of an information kiosk in the same locale.

Responsible Person: Chairman of the Tourist Bureau Committee.

Funding Source: Department of Tourism, Recreation and Heritage (capital and operating), Association (operating)

Time Frame: Within two years.

Explanation. The Association would likely have greater success attaining this objective than a group of operators, officials and citizens from the villages of Perth-Andover and Aroostook.

The Association would represent the entire County and not be perceived as representing the self-interest of just the Perth-Andover area.

Action Step 8 - Formulate and Implement Quality Standards

Description. The long-term prosperity and growth of the tourism industry in Victoria County will depend upon maintaining a high quality of attractions, accommodations and services. A quality product encourages repeat business and positive word-of-mouth, two of the strongest drivers for any successful business.

In conjunction with the Department of Tourism, Recreation and Heritage, the Association can set, implement, monitor and enforce standards for the County. As a volunteer organization the Association would have limited power over its membership. However, through peer pressure, education, and recognition for performance, the Association could exert effective control of quality.

A quality assurance programme could include the following elements:

1) service standards for parking (size, access), washrooms (size, cleanliness), and facilities (theme, cleanliness, health);

2) landscaping guidelines for lawns, flower beds, driveways, parking lots, signs and buildings; and

3) Staff training (to be covered in Action Step 9).

The objective of this programme will be to optimize the value for price relationship for the County.

Recommended Action. The Victoria County Tourism Association in conjunction with the New Brunswick Department of Tourism, Recreation and Heritage should implement a quality assurance programme for tourist operations in the County.

Responsible Person: Chairman of the Quality Standards Comittee.

Funding Source: Little funding required but information should be obtained from Federal and Provincial sources.

Timeframe: Within three years.

Explanation. In the long-term, quality assurance could be one of the most important functions of the Association.

Action Step 9 - Develop an Employee Training Programme

Description. In conjunction with the quality assurance programme, the Association should encourage staff training by its member-operators. Almost all tourist operations have a core of permanent, full-time and part-time employees which is supplemented by temporary and seasonal employees. A training programme therefore would consist of two types of training:

1) detailed, wide-ranging and long-term training for permanent employees;

2) intensive, short courses for seasonal and temporary employees.

A hierarchy of training methods could be used including seminars and courses by professionals for owners, managers and senior staff, in-house instruction by professionals or managers for permanent staff and instruction by permanent staff to seasonal employees.

Topics for training could include:

1) Courtesy - for all staff in guest-contact positions.

2) Etiquette - for all staff in guest-contact positions.

3) Cleanliness - for all restaurant, lounge, housekeeping, and maintenance personnel.

4) Technical training - for maintenance, receptionist, bar, cashier, and reservations staff.

5) Handling complaints - for all guest-contact positions.

6) What to see, what to do, where to go in Victoria County - for all guest-contact positions.

The people of Victoria County are friendly to guests, but friendliness is only one attribute of well-trained tourism staff. A well-designed training programme is necessary to ensure tourists enjoy their stay and, perhaps, return again or tell their friends about the area.

Recommended Action. The Victoria County Tourism Association, in conjunction with the New Brunswick Department of Tourism, Recreation and Culture, should develop a tourism training programme for all staff and encourage Association members to participate in the programme.

Responsible Person: Chairman of the Training Committee.

Funding Source: Federal Governmenet (Tourism Canada, Canada Manpower), Department of Tourism, Recreation and Culture.

Timeframe: Within three years.

Explanation. This programme would be a valuable part of the quality assurance programme recommended earlier.

Action Step 10 - Promote the Designation of Scenic Routes

At present, New Brunswick has at least four highways designated as Scenic Routes (Route 102 from Oromocto to Grand Bay, Route 114 from Penobsquis through Alma to Moncton, Route 134 from Bathurst to Belledune and Route 134 from Tidehead to Dalhousie). The New Brunswick Departments of Transportation and Tourism, Recreation and Heritage have collaborated in the development of special signs to highlight these routes for tourists.

To qualify as a Scenic Route, a highway must meet four criteria:

1) It must meet standards as a collector route to ensure coptimum safety of large recreation vehicles (trailers, motor homes);

2) It must have good access and egress from an arterial route such as the Trans-Canada Highway;

3) It must have a good quality of service and accommodation for tourists; and

4) It must portray the region's character and image.

While these criteria eliminate several of Victoria County's picturesque back roads (example Route 390 from Tobique Narrows to Plaster Rock, Route 395 from Plaster Rock to Nictau, Route 380 through Lake Edward), they still leave four routes in contention:

1) Route 105 - from Grand Falls to Muniac
2) Route 108 - from Grand Falls to Renous
3) Route 109 - from Perth-Andover to Plaster Rock
4) Route 190 - from Fort Fairfield to Perth-Andover

With appropriate themes and promotion, all these routes could become significant tourist attractions and benefit from promotion (writeups in brochures, standard signs, frequent signs) from the Province of New Brunswick.

Recommended Action. The Victoria County Tourism Association should adopt as a primary objective the designation of Routes 105, 109, 108 and 190 as Scenic Routes.

Responsible Person: Chairman of the Promotions Committee

Funding Source: Department of Tourism, Recreation and Heritage, Department of Transportation, Association

Timeframe: Within five years.

Explanation. If the Association has to focus its efforts upon one or two routes, its priorities should be first: Route 105, second: Route 109, third: Route 108, and fourth: Route 190. The reasons for these priorities are:

a) Route 105 is the longest of the routes and would provide the most economic benefit as a tourist route.

b) Route 109, in conjunction with Routes 105 and 108 forms a scenic triangle with great appeal as a Scenic Route.

c) Route 108 already has a strong appeal as a tourist route as a short cut between northwestern and southeastern New Brunswick, thus it can be easily promoted without the Scenic Route designation.

d) Route 190 is the shortest route and this offers the least economic benefit potential as a Scenic Route. As well, it could easily be promoted as a gateway route between Canada and the United States.

6.0 CONCLUSIONS

From its analysis of the County, its attractions, accommodations and its services and meeting with residents, the consultant thinks Victoria County has good potential as a tourist destination. It is underdeveloped at present but, in most respects, this is an advantage, for it allows the County to learn from the successes and failures of others.

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A - EXISTING ATTRACTIONS - DESCRIPTIONS

B - TOURISM OPPORTUNITIES - DESCRIPTIONS

BACKGROUND DOCUMENTS

1 - INVENTORIES OF VICTORIA COUNTY ATTRACTIONS, ACCOMMODATIONS AND SERVICES

2 - EXISTING VICTORIA COUNTY HIGHWAY SIGNAGE AND PROVINCIAL REGULATIONS AND POLICIES

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1.0 INTRODUCTION

1.1 Background - A Tour of Victoria County

The beauty of Victoria County is a source of great pride to its residents. The rivers, hills, lakes, fields and forests delight the eye with broad panoramas, cosy valleys, well-maintained farms, clear brooks, and rural colours.

Beechwood Headpond, Tobique Narrows Headpond, and the wilderness lakes (Long, Trousers, Gulquac) offer excellent fishing and boating. The Saint John and Tobique Rivers have lovely scenery and present good spring canoeing.

The hunting and fishing of Victoria County are justly famous and have sustained an outfitting industry second-to-none in the Maritimes.

The rolling hills and prosperous farms of Drummond, New Denmark, Arthurette, Four Falls and elsewhere provide rural scenery equal to any in Atlantic Canada.

Beyond the tidy villages and farms lies the wilderness: the forests, the Plaster Rock Game Refuge and, just outside the County, Mount Carleton Provincial Park.

With so many tourism riches it seems strange that the County requires a tourism study. But it does, for the tourism industry in Victoria County has not developed to the extent that many residents and tourism operators believe it should. This lack of performance has concerned and frustrated residents for many years.

In the spring of 1987, ADI Limited was contracted by the Government of Canada to develop a "market-driven tourism development plan" for Victoria County, New Brunswick. This contract culminated a long-time effort by officials in the County--lead by the Mayors of Aroostook, Drummond, Perth-Andover, and Plaster Rock and the Grand Falls Development Commission--to have the tourism industry recognized as an important contributor to the County's economy.

1.2 Objectives and Scope

The objectives of this project were: (a) to analyze the existing tourism industry in Victoria County; (b) to study trends and activities in other tourist markets; (c) to determine the best opportunities for tourism expansion in the County based upon markets and resources; and (d) to develop a tourism development plan based upon the study findings.

The project scope limited the geographic area of the study to Victoria County excluding the Tobique Indian Reservation and the Town of Grand Falls, but including Mount Carleton Provincial Park. During the analysis stage all existing tourist attractions, accommodations and services within the study area were included. The study of trends and activities in other tourism markets was limited to markets with tourism attractions and resources similar to Victoria County (northern Ontario, upper New York State, Maine, Wisconsin). The opportunities for tourism development studied were those in character with the resources of Victoria County and the aspirations of the residents.

In addition to the above objectives and scope which were stated by the Steering Committee, the project team adopted three goals to maximize the benefits from the report. These goals were:

1) the study must be comprehensive, covering all areas of the County and all aspects of its tourism industry;

2) its recommendations should be practical, reflecting the resources of the County, the capabilities of its residents and the needs of the marketplace; and

3) the final report should be usable, providing operators, officials and interested parties with the information, analyses and recommendations they need to develop tourism projects.

1.3 Approach

To achieve the project's goals and objectives, the project team adopted a four-stage approach to the project.

The first stage was an intensive and extensive programme of public contact.

Three public meetings were held for the purpose of informing interested parties of the purpose of the study and to solicit comments from attendees. Although none of the meetings had a large attendance, the quality of the discussion and suggestions made the meetings a valuable part of the study.

Telephone interviews were conducted with most of the tourism operators (motel, farm vacation, restaurants, outfitters) in the study area. These interviews provided the study with several ideas and much valuable information.

These contacts plus the meetings with the Steering Committee provided the study team with the information and ideas which made this report a unique document, specific to the needs of Victoria County.

In addition to information from the residents of Victoria County, the study team at stage two gathered information from the New Brunswick Department of Recreation, Heritage and Culture, the Grand Falls Industrial Commission, the Department of Regional Industrial Expansion, Statistics Canada, Tourism Canada, and tourism departments for states and provinces throughout eastern North America. This information provided the study with a background on trends and happenings in the North American tourism market.

The third stage saw the project team analyze the information from the public contact and information gathering stages. The team looked for strengths and weaknesses in the existing tourism industry in Victoria County trends in the tourism industry as a whole, unmet or underexploited needs and demands and potential sources of technical and financial assistance.

In the fourth stage, all the above material was used to develop an action plan for Victoria County. This plan was developed specificaly for Victoria County and intended to organize, strengthen and expand the tourism industry in the County over the next three years.

2.0 PRESENT SETTING - VICTORIA COUNTY'S TOURISM INDUSTRY TODAY

2.1 Introduction

At present tourism is a significant industry in Victoria County-even when the study area excludes the Town of Grand Falls and the Tobique Indian Reservation.

This section of the report provides a review of the existing industry and, through detailed inventories of the County's attractions, accommodations, and services, attempts to illustrate the importance of the existing industry to the County economy.

The review will start with tourism attractions. Attractions are the heart of any tourism industry and provide the rationale for establishing accommodations and services. One can have tourism with poor accommodations or services, but not with poor attractions.

Next, accommodations will be reviewed. Good accommodations provide the essential framework for tourism expansion, encouraging more tourists to come and more tourists to stay.

Finally, this section will review tourism services. Services are a major profit source of the tourism industry, especially for small, local businesses. In fact, some tourist areas offer discounts on attractions, entrances and accommodations rates in the anticipation of recouping revenues through the sales of meals, drinks, souvenirs and gifts.

2.2 Attractions

2.2.1 The Importance of Attractions

Throughout history tourism has been based upon attractions. Because of attractions, tourists are willing to spend money and even endure inconvenience and hardship.

The earliest tourists were pilgrims journeying to religious shrines. Initially, the journey was strictly for religious motives, a sign of faith and a time for spiritual renewal. Many pilgrimages took months and involved severe hardships. As time went on, nonreligious elements grew around pilgrimage: for example, booths selling religious objects (candles, beads, pictures) at the shrine would offer nonreligious articles as well. Comforts become more important and inns and restaurants were built alone. Later, nonreligious sites such as centres of government, art, natural wonders, or historical significance became attractions as well. By the 1800s, many young, wealthy Europeans were given a "tour" of the Continent as part of their education. The "tour" was a well-defined itinerary of well-known attractions. During this time guide books and tour companies became available, marking the beginning of modern tourism. Then, as now, the tour was based upon attractions.

2.2.2 Definition

What is a tourist attraction? It is a place, thing, event or activity for which a person or persons will travel away from their home at some cost to themselves to see, experience, or participate.

What gives a tourist attraction its appeal? A number of factors, three of which--its dimensions of attractiveness, strength of appeal, and breadth of appeal--are described below.

2.2.3 Dimensions of Attractiveness

There are several dimensions to attractiveness. Depending on the strength and number of these dimensions, an attraction can be rated as a major or minor draw. The dimensions are:

Man-made attractions:

i) historical significance (example: Fortress Louisbourg)
ii) cultural significance (example: Charlottetown Festival)
iii) religious significance (example: Ste. Anne de Beaupré)
iv) economic significance (example: Halifax World Trade Centre
v) aesthetics (example: Beaverbrook Art Gallery)
vi) recreation potential (example: Magic Mountain Amusement Park in Moncton)
vii) unusual size (example: CN Tower)
viii) uniqueness (Hartland Covered Bridge)

Natural Attractions:

i) climate (Florida)
ii) abundance of wildlife (Machias Seal Island)
iii) unusual wildlife (Galapagos Islands)
iv) unusual dimensions (Fundy Tides)
v) aesthetics (Cabot Trail)
vi) recreation potential (Parlee Beach)
vii) uniqueness (Magnetic Hill)

Strength of Appeal:

An attraction may have a strong ("worth a trip"), moderate ("worth a detour"), or weak ("may visit if passing through") appeal, depending upon the strength of its dimensions (uniqueness, historical significance, etc.), the quality of the attraction, its longevity, and the amount and quality of promotion.

Attractions with strong appeal are worth a special trip to visit. Examples include: Magnetic Hill, salmon fishing, Prince Edward Island, Cabot Trail, Peggy's Cove, Loyalist Days.

Attractions with moderate appeal are worth a detour to visit. Examples include: pleasant countryside, church suppers, country fairs.

Attractions with weak appeal are worth a stop if on the route. Examples include: many "fun days" and man-made attractions which lack the necessary resources, imagination, organization or the attractiveness dimensions.

Breadth of Appeal:

Depending upon a person's age, sex, education, ethnic background, religion, income and other psychological and demographic factors, an attraction may or may not appeal to them. For purposes of this study, an attraction is characterized as having either broad or special appeal, depending on its potential market.

Attractions with broad appeal are of interest to both sexes and a wide spectrum of ages, education and income levels, ethnic background; some examples: Parlee Beach, Mount Carleton, Hartland Covered Bridge, Magnetic Hill.

Attractions with narrow appeal are of interest to a segment of the population; some examples: harness racing, Miramichi Folk Festival, Machias Seal Island, family reunions.

Evaluating Attractions:

By combining the three key factors of tourist attractions (dimensions of attractiveness, strength of appeal, breadth of appeal) into a matrix (Figure 2.1), it is possible to evaluate the tourist attractions of a region. From this evaluation, in turn, the evaluator can determine strengths, weaknesses, and gaps in the current "mix" of attractions and recommend which attractions need to be upgraded or added to the mix.

A few notes about evaluating attractions:

1. A strong tourism plan should have few attractions in the weak appeal potential category, as they will have little benefit to a tourism programme. That is not to say that they are useless: a new school will likely have little tourism appeal but it is, of course, very important to a community.

2. There will likely be few attractions in the category of strong, broad appeal potential. Such attractions are of at least regional appeal, if not national or international appeal. There are only about ten of these attractions in New Brunswick.*

---

*Examples: Fundy National Park, Kouchibouguac National Park, St. Andrews, Shediac, the Rocks, Hartland Covered Bridge, Reversing Falls, Mount Carleton Provincial Park, Village Historique Acadien, Kings Landing, Fredericton, Saint John.

FIGURE 2.1

EVALUATION TABLE FOR ATTRACTIONS

DIMENSIONS	APPEAL POTENTIAL					
	STRONG		MODERATE		WEAK	
	BROAD	SPECIAL	BROAD	SPECIAL	BROAD	SPECIAL
MANMADE						
- Historical Importance						
- Cultural Significance						
- Religious Significance						
- Economic Significance						
- Aesthetics						
- Recreation Potential						
- Unusual Size						
- Uniqueness						
NATURAL						
- Climate						
- Abundance of Wildlife						
- Unusual Wildlife						
- Unusual Dimensions						
- Aesthetics						
- Recreation Potential						
- Uniqueness						

3. There is a limit to the number of dimensions whic.. can be assigned to a tourist attraction; if there are too many dimensions, then the attraction is either being poorly promoted or it should likely be divided into two or more attractions.

4. The table measures potential first. It can be used to reflect existing conditions, but potential should be used for the evaluation and planning process.

2.2.4 Major Existing Attractions in Victoria County

Table 2.1 presents a list of eighteen existing Victoria County attractions; it may be possible to list more but the table includes all the major ones. All these attractions are described and assessed in Appendix A.

Using the evaluation matrix developed earlier (Figure 2.1), the eighteen attractions were evaluated for their tourist appeal. The results are presented in Figure 2.2. From this evaluation the following comments are offered.

Strengths - Victoria County has a number of attractions, realized or potential, with strong appeal. These attractions include:

a) Strong appeal, broad market:

- Trans-Canada Highway
- Route 108
- Grand Falls & Gorge (not in study area)

TABLE 2.1

MAJOR EXISTING TOURIST ATTRACTIONS IN VICTORIA COUNTY*

A. Trans-Canada Highway (Grand Falls to Riviere du Chule)
B. Route 108 - "The Renous Highway" -(Grand Falls to Renous)
C. The River Roads (Routes 105, 109, 385 and 390)
D. The Falls and Gorge at Grand Falls (outside of study area)
E. Tobique Indian Reservation (outside of study arae)
F. Scotch Colony
G. New Denmark
H. York's Restaurant
I. Outfitting
J. Hunting and Fishing
K. Wilderness Lakes
L. Beechwood Headpond
M. Tobique Narrows Dam and Headpond
N. Potato Fields
O. Aroostook
P. Drummond
Q. Perth-Andover
R. Plaster Rock

*For descriptions of attractions, see Appendix A.

FIGURE 2.2

EVALUATION TABLE FOR ATTRACTIONS
(Refer to letter system in Table 2.1)

	APPEAL POTENTIAL					
	STRONG		MODERATE		WEAK	
DIMENSIONS	BROAD	SPECIAL	BROAD	SPECIAL	BROAD	SPECIAL
MANMADE						
- Historical Importance		EG		F		
- Cultural Significance		EG		F		
- Religious Significance						
- Economic Significance	A		QR			
- Aesthetics		H	OPQR	F		
- Recreation Potential			QR			
- Unusual Size						
- Uniqueness	AB	GH		F		
NATURAL						
- Climate						
- Abundance of Wildlife	C	IJK				
- Unusual Wildlife						
- Unusual Dimensions	D					
- Aesthetics	D		C			
- Recreation Potential			IJKLM			
- Uniqueness			N			

Excluding Grand Falls and its Gorge, Victoria County has two main attractions that cause people to visit the county - the Trans-Canada Highway and Route 108 - (Grand Falls - Renous Highway. The presence of these highways is a major benefit to the County as they guarantee a flow of tourist traffic which would otherwise by-pass the County. The importance and opportunity represented by the two highways should not be underestimated.

While outside the study area, Grand Falls and its Gorge is the County's strongest tourist stop-attraction. Because of this fact, the Falls and Gorge should be included in any County-wide tourism market plan.

b) Strong appeal, special market:

- Beechwood Headpond
- Hunting, fishing
- New Denmark
- Outfitting
- River Roads
- Tobique Indian Reservation (not in study area)
- Tobique Narrows Headpond
- Wilderness Lakes
- York's Restaurant

Victoria County has a strong list of attractions in the strong appeal, narrow market category relative to other areas of comparable area or population.

These attractions fall in three areas:

i) **Outdoor/Wilderness Recreation** - The upper Tobique Valley (including Sisson Branch Reservoir, Long Lake, Trousers Lake, Gulquac Lake) has a hunting and fishing industry comparable only to the Upper Miramichi in terms of number of outfitters, reputation and popularity. Route 385 (one of the River Roads) is one of the gateways to Mount Carleton Park. The Tobique Narrows and Beechwood headponds have excellent potential for water sports.

ii) **Cultural/Historical** - At present, Victoria County has two important cultural/historical "centres": New Denmark and Tobique Indian Reservation with good potential as significant tourist attractions for a narrow market segment, perhaps even a large segment, if marketed innovatively. The French and Loyalist descendents have no one identifiable centre in the County. (French: Grand Falls or Drummond, Loyalist-Perth-Andover, Plaster Rock, Aroostook, Arthurette) and in both cases have major centres elsewhere in the Province (French: Edmundston (Brayons), Caraquet, Moncton (Acadiens); Loyalists - Saint John, Fredericton). The Scots have Scotch Colony but, as explained later, its potential is as an attraction of moderate strength and special appeal.

iii) **York's Restaurant.** York's is an experience which is aesthetic and unique. According to Stuart Truemen, author of "The Fascinating World of New Brunswick", York's has a reputation which extends far beyond the Maritime provinces*. The restaurant has built its reputation on the quality and quantity of its food.

---

*In this book, Truman recounts the story of one New Brunswicker who was told of York's while touring Germany.

Actually, York's appeal is almost broad enough to place it under the "strong appeal, broad market category".

c) Moderate appeal, broad market:

- Aroostook
- Drummond
- Perth-Andover
- Plaster Rock
- potato fields
- River Roads

This category includes most of the settled portion of the County and confirms what most residents and visitors already know - Victoria County is a pleasant spot for a leisurely drive. The attractions in the "moderate appeal, broad market" category fall into three groups.

i) The towns. Plaster Rock, Perth-Andover, Drummond, and Aroostook gain their ratings because of their economic importance (Perth-Andover, Plaster Rock), recreation potential (Perth-Andover, Plaster Rock), and aesthetics (all four villages). Much of their traffic is local but tourists passing through these towns find them attractive places in which to stop, purchase supplies, attend church, or rest for the night. Plaster Rock seems to be best exposed to tourist traffic.

ii) The agricultural countryside, Routes 105, 109, 108, and 390 form a triangle of scenic drives through mainly agricultural country. The potato fields, hay fields, wood lots, and pastures are very picturesque because of the rolling hills and well-maintained premises.

d) Moderate appeal, special market:

Scotch Colony (Bon Accord, Kentore, Kincardine) would have been rated higher but for the proximity of the very strong Scottish attractions of Nova Scotia - Pictou County and Cape Breton, in particular.

2.2.5 Inventory of Attractions Establishments

Many of the attractions listed previously are in fact collections of attractions, services, and accommodations--the Village of Plaster Rock is an example. Presented in Background Document 1 is a list of attractions establishments, that is businesses, museums, etc., run by an owner-operator, manager, government, or nonprofit organization.

Victoria County has some important attractions which vary from internationally known restaurants to local, undiscovered falls. Whenever possible, the inventory has provided the following information on each attraction: name, location, ownership, description, amenities, season dates, number of employees, key features, nearest highway, degree of development (from undeveloped to fully developed), notoriety (internationally known to local attraction and potential.

2.3 Accommodations

2.3.1 Introduction

In order for a tourist area to retain tourists attracted to the area, it must have a sufficient supply of quality accommodations. In this context, quality is usually defined as clean, quiet, and providing value for money.

Cleanliness and quietness are attributes which are easy to define and maintain to standards and any quality tourist establishment promotes them heavily.

Value for money is a more difficult attribute to define and depends upon the guest: the relationship can vary from $3.00 per night for a wilderness campground to $200.00 per night in a luxury hotel.

2.3.2 Accommodations Inventory

Existing tourist accommodation inventories are available for Plaster Rock, New Denmark, Perth Andover, Four Falls, Aroostook, and other areas of Victoria County from the 1987 New Brunswick Accommodation and Campground Guide, which lists all inspected and registered private and public rental accommodations. Accommodation information from the Guide and a telephone survey has been compiled in Background Document 1B. Whenever possible, the inventory has provided the following information on each facility: capacities, type, quality, age, amenities available, location, number of employees, proximity of tourist attractions, key features, type of owner, nearest highway, and dates of operation.

Roofed Accommodations

Table 2.2 describes the roofed accommodations available in various areas of Victoria County. The table lists the location, type, number of units, and summer season rates for an average family of four. There are twelve establishments with a total of 109 units (rooms) available during the summer tourist season in the Country. This includes four establishments in Plaster Rock with a total of 50 units, one establishment in New Denmark with

TABLE 2.2

ROOFED ACCOMMODATIONS IN VICTORIA COUNTY - 1987

Location	Type	Number of Units Total	(Housekeeping)	Rates
Plaster Rock	Motel/Hotel	18	(5)	60
Plaster Rock	Motel/Hotel	12	(0)	55
Plaster Rock	Motel/Hotel	14	(0)	54
	Bed/Breakfast			
Plaster Rock	Hotel/Motel	6	(0)	26
TOTAL PLASTER ROCK		**50**	**(5)**	**$26.00 to $60.00**
New Denmark	Farm Vacation	2	(0)	N/A
TOTAL NEW DENMARK		**2**	**(0)**	
Perth Andover	Hotel/Motel	27	(0)	50
Perth Andover	Hotel/Motel	5	(0)	45
Perth Andover	Hotel/Motel	11	(1)	40
Perth Andover	Bed/Breakfast	4	(0)	26
Perth Andover	Cabins	6	(0)	N/A
TOTAL PERTH ANDOVER		**53**	**(1)**	**$26.00 to $50.00**
Aroostook	Farm Vacation	2	(0)	30
	Farm Vacation	2	(0)	32
TOTAL AROOSTOOK		**4**	**(0)**	**$30,00 to $32.00**
Four Falls to Grand Falls	Hotel/Motel	20	(0)	40
Four Falls to Grand Falls	Farm Vacation	3	(0)	40
TOTAL FOUR FALLS TO GRAND FALLS		**23**	**(0)**	**40**
TOTAL OF ALL AREAS		**132**	**(6)**	**$26.00 to $60.00**

Source: 1987 New Brunswick Accommodation and Campground Guide, Tourism, N.B.

a total of 2 units, five establishment in Perth Andover with a total of 53 units and two establishment in Aroostook with a total of 4 units. Rates for a family of four range from $26.00 to $60.00 per night. Roofed accommodations are subject to an 11 percent provincial sales tax in addition to the rates given above. Details of roofed accommodations (hotel/motel, bed and breakfast, cabins, farm vacation) are presented in Background Document 1B. Among the data presented are capacities, type, age, amenities available, location, number of employees, key features, owner, nearest highway and dates of operation.

Campground Accommodations

Table 2.3 indicates the campground sites available in Victoria Country plus Mount Carleton Provincial Park. The number of serviced versus unserviced lots are given for each campground. In general, sites ranged from $5.00 to $12.00 per night, depending upon whether they are serviced or not, and other various facilities are provided. In Victoria County, there are a total of 287 campground sites available, of which 137 are serviced. In Mount Carleton, there are 88 sites of which none are serviced. Site details are presented in Background Document 1B.

Private Cottage Rentals

In addition to the registered accommodations and campgrounds, a number of the private cottages/camps are also available for rent for short periods of time throughout the year. Often, the owners rent out their cottages/camps for two or three week periods, enough to pay for maintenance and property taxes. Normally, these cottage/camp owners rent out to relatives or place an advertisement in the local newspaper (Victoria County Record). A few cottage/camp owners rent out on a business basis, but this

TABLE 2.3

CAMPGROUND ACCOMMODATIONS IN VICTORIA COUNTY
INCLUDING MOUNT CARLETON - 1987

Location	Serviced Sites	Unserviced Sites	Total Sites
Plaster Rock	12	18	30
Perth Andover	14	32	46
Four Falls	6	0	6
Four Falls	105	100	205
Four Falls to Grand Falls	35	0	35
TOTAL VICTORIA COUNTY	**188**	**150**	**338**
Mount Carleton	0	88	88
TOTAL VICTORIA COUNTY AND MOUNT CARLETON	**188**	**238**	**426**

Source: 1987 New Brunswick Accommodation and Campground Guide, Tourism N.B.

is not as common as owner-occupied cottages/camps. Cottage/camp rentals range from approximately $85.00 to $210.00 per week. These cottages/camps are not inspected and registered through Tourism N.B. and there have been reports of dissatisfaction with their condition, from renters. There are a number of private cottages/camps in Victoria County that are available for rent to tourists; however, they are not always advertised. Some of the cottages/camps are described in Background Document 1B.

Figure 2.3 indicates the number and location of accommodations in Victoria County.

2.4 Services Inventory

Whether the tourist is just passing through or has intended to stay a few days in a desired location, the tourist is always in need of services. The range of services a tourist may require are great, but can be few and far between while en route to a destination. Thus tourists want to be informed of the services available within an area. A summary of services available per location is found in Table 2.4 and Figures 2.4 and 2.5.

Service information from local telephone books and the Grand Falls Region Development Commission's 1986-87 Industrial and Commercial Directory has been compiled to provide an inventory. Whenever possible, the inventory has provided the following services for various locations in Victoria County: service stations (fuel, repair, tow), restaurants, grocery stores, post offices, department or general stores, churches, gift or craft shops, tourist or information bureaus, libraries, pharmacies, hospitals, police/emergencies, banks, and other services that may be of interest. These locations include Perth Andover and Plaster Rock which are the larger centers in Victoria County,

TABLE 2.4

SERVICES INVENTORY

Service \ Location	Plaster Rock	New Denmark	Perth-Andover	Four Falls	Aroostook	Drummond	Arthurette	Riley Brook
Service Stations	x	x	x	x		x	x	x
Restaurants	x	x	x			x		
Grocery Stores	x		x	x		x	x	x
Post Offices	x	x	x		x		x	
Department/General Stores	x		x		x	x	x	
Churches	x		x					x
Gift/Craft Shops	x	x	x					
Tourist/Information Bureaus	x							
Libraries	x		x					
Pharmacies	x		x					
Hospitals/Medical Clinics	x		x					
Police Stations/Emergencies	x	x	x		x	x		
Banks	x		x			x		
Recreation Centres	x					x		x
Other	x	x	x				x	

but just as important are . . smaller centers of Aroostook, Arthurette, Drummond, Four Falls, New Denmark, and Riley Brook. These inventories can be found in Background Document 1C.

2.5 Special Issues

2.5.1 The Outfitting Industry

A detailed analysis of Victoria County's outfitting industry is beyond the scope of this study. However, outfitting is a major component of tourism in Victoria County and several issues affect it and, consequently, the entire industry.

Hunting, fishing, and guiding have a long history of excellence in the County, dating from the late 1800s when notables such as Cornelius Van Horne (builder of the Canadian Pacific Railway) were guests. In the more recent past, several famous personalities (actors, athletes) have hunted and fished the upper Tobique. Thus, Victoria County and the Tobique Valley, in particular, have a good reputation for outfitting. The County, along with the Upper Miramichi, has the most highly developed outfitting business in the Province.

In recent years several problems have arisen, however. During interviews with several outfitters and government officials, several expressed concern about the current state of outfitting in the Province and its future. The upper Tobique Valley, in particular, was identified as an area of concern.

The problem, in short, appears to be too many outfitters and too little control of their operations. At present, there are thirty-nine licensed outfitters in Victoria County (see Figure 2.6). It is estimated that there may be another forty unlicensed outfitters. These outfitters are placing heavy

demands upon the wildlife resource in the county, to the point where the deer hunting season was shortened by one week in 1987, hence reducing business by one week. Furthermore, the County's outfitters are travelling further and further away from their camps to find game for their clients. These travels inconvenience guests.

The large numbers of outfitters have also put a heavy demand upon the market. The number of guests have not increased proportionately with the number of outfitters. This has resulted in some outfitters raiding others' client lists.

The increase in outfitting operations has also resulted in an increase in predatory pricing which has tended to hurt the newer, smaller, and lesser-known firms most.

Of more concern from the guests viewpoint, there is a reported reduction in service quality from the competition. To remain profitable at lower fees, some outfitters have resorted to poor quality accommodations and increased the ratios of hunters per guide.

The problem will not be easy to correct. Outfitters, like farmers and fishermen, are very independent people working in a free market. Any attempt to regulate them or their market (quality standards, restricted entry, united action) internally or externally has been and will be rejected by many outfitters. As well, policing any regulations will be difficult. However, if the situation deteriorates further, it could force some form of control either imposed by the Provincial Government or by the outfitters themselves.

Another problem affecting hunting in the County results from the popularity of "trailer-hunting". Trailer-hunters set their travel trailers in the forest during hunting season and use them

as hunting camps. It is difficult to control trailer-hunters and there have been reports of littering, damage and illegal hunting associated with the activity. One means suggested for controlling trailer-hunting is forcing the hunters to use registered trailer sites; another is to control access on forest roads.

For Victoria County's tourism to grow and prosper, it needs a strong outfitting industry. At present outfitting is the most fully developed of all the County's tourism segments and within the study boundary, the by far most famous.

2.5.2 Mount Carleton Provincial Park

The recent announcement of dedicated funds for the Nictau to Mount Carleton highway is good news for Victoria County tourism. The creation of a good quality, all-weather road will open the Park's southern frontier and increase tourist traffic through Victoria County.

The new link to Mount Carleton Park will help incorporate the Park into the County's tourism industry. The Park complements many of the County's existing and potential attractions (fishing, canoeing, photography) and the County's outdoors image.

As a travel generator and trip destination, the Park will entice tourists off the Trans Canada and Renous Highway and onto the Tobique Valley highways (Routes 109, 390, 385). This will enhance traffic flow east to west rather than the predominant north to south flow at present. More tourists will pass through Perth-Andover, Drummond and, in particular, Plaster Rock.

However, the importance of Mount Carleton Provincial Park should not be exaggerated. At present the Park's visitors number in the hundreds, not the thousands and, as an isolated, wilderness

park, it will ..ely never have the draw of Cavendish or Cape Breton's Highlands. The wilderness camper typically comes well prepared with food and equipment, and has a reduced propensity to seek commercial entertainment and other services; therefore spending less than the average tourist group. The Park is totally outside Victoria County and thus outside the control of a Victoria County tourist association. Furthermore, St. Quentin, as well as Plaster Rock, can lay claim as the Park's gateway.

Thus, while access to Mount Carleton Provincial Park will boost the tourist industry of Victoria County, it will not create a large-scale expansion.

3.0 TOURISM MARKET ANALYSIS

Tourism plays an important role in the provincial economy through job creation, by attracting nonresident expenditures into the economy while retaining a portion of resident tourism spending within the Province.

Tourism in New Brunswick accounted for 26,400 person-years of employment in 1986, 12,700 direct jobs and 13,700 indirect jobs. Expenditures by tourists reached $463.7 million for the year. Total nonresident visitors to New Brunswick in 1986 amounted to 4,275,000, of which 1,751,000 stayed overnight. Residents of New Brunswick made 901,300 vacation trips within the Province. The potential to increase the provincial total through enhanced tourism in Victoria County is of considerable interest to Tourism New Brunswick and the county; the potential to increase its share of the provincial tourism market is also of interest to Victoria County.

A market analysis will indicate the type, extent, activities and past trends of tourists visiting a region. From this tourism market information, potential growth of tourism and the attributes and deficiencies offered with the region may be appraised. It also provides a basis for evaluation of the potential for success of prospective tourism opportunities from either the viewpoint of the private investor or the public community.

Tourism market data in New Brunswick is primarily limited to the following sources:

1. Tourism New Brunswick Automobile Exit Surveys 1977, 1980, 1983

   These data files are very comprehensive with considerable tourism profile information. However, Victoria County data is given as part of a Madawaska, Victoria and Carleton Counties aggregation.

2. Tourism New Brunswick Travel Data - 1984

   These data are a subfile of the Canadian Travel Survey and as such report mainly on overall New Brunswick characteristics. A very limited amount of information is given by region, of which Victoria County is included as part of the Saint John River region.

3. Tourism New Brunswick Roofed Accommodations Occupancy Rates 1980 - 1986

   These data are given by month and county, including Victoria County.

4. Tourism New Brunswick Provincial Parks Statistical Reports, 1985

   These data give park attendance and occupancy rates, etc., for years 1981 to 1985. Muniac and Mount Carleton Parks are reported.

5. Miscellaneous specialized statistical summaries produced by Tourism New Brunswick, such as the 1986 Spring Bear Hunters Survey, miscellaneous year and press releases, etc.

To supplement these secondary sources of information on tourism markets in Victoria County, a telephone survey of tourism participants in Victoria County was undertaken by ADI Limited.

3.1 Tourism Market Profile

Table 3.1 presents a summary of results from the 1983 Automobile Exit Survey as pertains to nonresident tourists who stayed overnight in the northwestern region of New Brunswick--Victoria, Madawaska and Carleton Counties--in comparison to provincial totals. The tourists are profiled by their place of origin, the purpose of their trip, type of accomodation utilized, the activities of which they participated in during their trip, and the month during which they visited the region.

The following observations are pertinent to the tourist profiles given in Table 3.1:

a) Many tourists, possibly 80 percent or more, come from urban homes in Quebec, Ontario and the United States. Thus wilderness, seashore, and rural experiences would be novel to most of these visitors, and themes based upon these experiences would likely attract them.

b) The counties of Victoria, Carleton and Madawaska are visited by more Ontarians and fewer Quebecers and Americans than the rest of New Brunswick. Thus the tourist industry in these three counties could be tailored more for this market segment.

c) There is a large number of New Brunswick tourists who are visiting friends and relatives (24.8 percent). Thus, themes and promotions stressing "home", "roots", and "family" could encourage these tourists to visit more often and stay longer. For Victoria, Carleton, and Madawaska Counties, the proportion of visitors is even higher (30.8 percent).

TABLE 3.1

TOURIST PROFILE FOR NEW BRUNSWICK AND THE COUNTIES OF VICTORIA, MADAWASKA AND CARLETON

Characteristic	New Brunswick		Victoria, Carleton and Madawaska Counties		Key Differences
1. Origin	Atlantic	18.0%	Atlantic	18.0%	Fewer Quebecers
	Quebec	25.7	Quebec	21.8	More Ontarions
	Ontario	21.9	Ontario	30.7	Fewer Americans
	Other Canada	4.1	Other Canada	4.5	
	New England	12.1	New England	12.0	
	Mid-Atlantic	6.0	Mid-Atlantic	2.9	
	Other USA	10.0	Other USA	7.8	
	Foreign	0.6	Foreign	0.5	
2. Trip Purpose	Sightseeing	50.8	Sightseeing	35.6	Fewer sight-seers, more visitors, more people passing through
	Visits	24.8	Visits	30.8	
	Passing through	15.2	Passing through	24.5	
	Owned cottage	0.9	Owned cottage	1.3	
	Other	8.4	Other	7.9	
3. Accommodations	Hotel	6.7	Hotel	3.8	Fewer hotel stays, more stays with friends/family
	Motel	35.1	Motel	35.7	
	Friends/ family	29.5	Friends/ family	32.6	
	Campgrounds	21.8	Campgrounds	21.4	
	Cottage, rented	1.8	Cottage, rented	1.8	
	Cottage, owned	2.4	Cottage, owned	2.1	
	Lodge	0.2	Lodge	0.3	
	Other	2.2	Other	2.2	
4. Activities of Interest (% participated during trip)	Sailing	0.9	Sailing	1.1	Much more active - 20% to 300% higher participation
	Canoeing	1.6	Canoeing	2.4	
	Other boating	1.5	Other boating	2.6	
	Beach/ swimming	10.1	Beach/ swimming	18.7	
	Golfing	2.8	Golfing	11.3	
	Fishing	2.8	Fishing	6.0	
	Hiking	2.3	Hiking	3.6	
	Windsurfing	0.0	Windsurfing	0.0	
5. Time of Visit	May	5.3	May	4.5	Lower summer peak, higher fall visits
	June	10.1	June	10.9	
	July	38.9	July	36.6	
	August	26.9	August	24.9	
	September	10.4	September	15.8	
	October	8.2	October	7.2	

d) Many tourists to New Brunswick stay with friends and relatives (29.5 percent), and the trend is even higher in Victoria, Carleton and Madawaska Counties (32.6 percent). The use of motels and campgrounds is uniform between the two areas. However, hotel usage in the counties (3.8 percent) is only half that of the Province as a whole (6.7 percent).

e) The tourists visiting Victoria, Carleton, and Madawaska Counties have much higher participation rates than the provincial rates. Thus "active" themes and the promotion of Victoria County's recreation facilities could be quite effective. Of particular interest are these activities: canoeing, beach/swimming, golfing, fishing and hiking.

f) There is a lower summer peak and a higher fall component to tourist traffic in Victoria, Carleton and Madawaska Counties in comparison to the Province as a whole.

From the above analysis the following tourist profile can be drawn:

Most Victoria County tourists come from the large cities of Ontario, Quebec, and the northeastern United States. Coming from a hectic, urban environment, they are likely looking for the many positive attributes of Maritime life: tranquility, friendliness, beauty, the sea, open spaces, slower pace.

Most tourists are looking for an outdoors vacation: country drives, days at the beach, boating, hiking, camping. The "outdoors" aspects does not necessarily mean "roughing it", as many tourists will stay in hotels and motels and eat in restaurants.

Victoria County's tourists tend to be more active than the provincial norm, enjoying a wide range of outdoors sports and recreation activities.

Many of the tourists come to Victoria County to visit friends and relatives and often stay with them.

Victoria County is more popular as a fall tourist destination than New Brunswick as a whole. This situation is likely influenced by the strong outfitting/hunting component of the tourist trade and, possibly, a reflection of an older tourist population.

In support of these data and observations, the following information was obtained from local managers of tourist attractions, restaurants, roofed accommodations and park/campgrounds accommodations:

(a) Most clientele of the attractions, restaurants, and accommodations market are attained during the tourist season, a range from 50 to 100 percent of the total market for these businesses.

(b) Attractions and restaurants generally get a high proportion of local residents throughout the year, but a higher proportion of N.B. residents and out-of-province visitors during the tourist season. Roofed accommodations draw more out-of-province residents during the tourist season, but a higher proportion of N.B. residents year round.

(c) A higher proportion of family visitors use the tourist facilities in Victoria County during the tourist season than nonfamily visitors, which are more prominent during the off-season.

(d) Most users of the Victoria County tourist facilities are stop-over visitors versus planned visitors, with a few exceptions.

(e) The adult and elderly groups dominate the visitors to the County during the tourist season and moreso during the off-season, with the youth group being a notable small portion (5 to 30 percent) of the total visitors.

From the foregoing summary of the tourist facility operators of Victoria County, it is noteworthy that, in general, they rely heavily on the tourist season, during which they have been more successful in drawing N.B. residents versus out-of-province residents, families versus nonfamilies, stop-over versus planned visitors, and the adult versus youth age group.

3.2 Tourism Market Activity

Tourism market activity information is available for nonresident and resident tourists to the northwestern N.B. region in 1983 and Saint John River Valley region in 1984, respectively. These include:

1. Visitation activities;
2. Traffic exposure; and
3. Tourism trends.

3.2.1 Visitation Activities

In 1983, almost 16 percent (84,957) of all nonresident tourist parties stayed overnight in northwestern N.B. (i.e., Victoria, Madawaska and Carleton Counties) in 1983. These nonresident tourist parties averaged 2.55 persons per party and stayed an average 3.5 nights in New Brunswick. They spent on the average

$233.06 per party (i.e., $103.18 in 1986 dollars). These figures are very close to the total averages of all New Brunswick tourists, although their length of stayed was slightly longer. Motor coach tour nights spent at roofed accommodations between Edmundston and Woodstock totalled 291 in 1985 and 326 in 1986.

In 1986, roofed accommodation occupancy rates were 91 percent in July and 86 percent in August during the peak tourist season in Victoria County. During June and September, the off-peak tourist season, occupancy rates were 65 percent. The remaining months varied between 36 percent and 58 percent with the average monthly occupancy rate during the off-tourist season at 43 percent. It is notable that the October and November occupancy rates of 58 percent and 51 percent, respectively, are about 15 percent than the provincial average.

Figure 3.1 presents the number of nonresident tourists passing through the indicated checkpoints located throughout Victoria County.

Of all 1,687,000 resident New Brunswick tourists in 1984, 34.5 percent of their person-nights were spent in the Saint John River region. Tourists in this region spent an average of $57.60 per person-trip (or $62.30 in 1986 dollars), which was slightly less than the provincial average.

Due to the inclusion of Victoria County data as part of a regional data group, strong conclusions are not possible; however, several points are noteworthy:

1. Victoria County is well exposed to tourism traffic via the Trans Canada Highway No. 2, Routes 105, 1080 and 109.

2. Tourist season accommodation occupancy rates are very high.

3. During off-season months of October and November, accommodation occupancy rates are higher than average, due probably to the outfitting industry.

4. Expenditure activities appear to be about average among nonresident tourists in the region, but below average by resident tourists.

3.2.2 Tourism Trends

Tables 3.2 to 3.6 indicate trends in nonresident statistics for the survey years 1977, 1980 and 1983 for the northwestern N.B. region of Madawaska, Victoria and Carleton Counties.

Several points are noteworthy regarding these trend data:

1. The relatively high fall (hunting season) tourist activity in the region was less significant in 1980 and 1983 than was in 1977 (Table 3.2).

2. Tourists in the region from the USA declined significantly through the 1977 to 1983 period as a percentage of the total, whereas the Quebec and Ontario tourist markets have increased (Table 3.3).

3. The proportions of French and English tourists, their trip purpose, party size and length of stay were relatively stable throughout the years 1977 to 1983 (Table 3.4).

4. The nonresident tourists' choices of type of accommodation in the region tended to be stable over the period, although their average length of stay has increased overall, particularly at rented cottages and hunting and fishing lodges (Table 3.5).

TABLE 3.2

ANNUAL TOURIST PARTIES BY MONTH OF VISIT
OF TOURISTS WHO STAYED OVERNIGHT IN
MADAWASKA, VICTORIA AND/OR CARLETON COUNTIES

Month of Visit	1977	1980	1982
May	1 533 (2.3%)	4 083 (5.9%)	3 864 (4.5%)
June	8 599 (12.8%)	5 994 (8.7%)	9 281 (10.9%)
July	19 471 (29.0%)	25 459 (37.1%)	31 098 (36.6%)
August	21 865 (32.6%)	23 272 (33.9%)	21 177 (24.9%)
September	7 317 (10.9%)	4 758 (6.9%)	13 458 (15.8%)
October	8 282 (12.3%)	5 075 (7.4%)	6 097 (7.2%)
TOTAL	67 066	68 640	84 957

TABLE 3.3

ANNUAL TOURIST PARTIES BY REGION OF ORIGIN
OF TOURISTS WHO STAYED OVERNIGHT IN
MADAWASKA, VICTORIA AND/OR CARLETON COUNTIES

Region of Origin	1977	1980	1982
New England, USA	16 156 (24.1%)	12 930 (19.2%)	10 086 (12.0%)
Mid Atlantic, USA	2 613 (3.9%)	1 550 (2.3%)	2 525 (2.9%)
Other USA	6 423 (9.6%)	5 442 (8.1%)	6 540 (7.8%)
Foreign	308 (0.5%)	n.a.	447 (0.5%)
Atlantic Provinces	8 603 (12.8%)	6 135 (9.2%)	15 344 (18.0%)
Quebec	12 315 (18.4%)	17 486 (25.9%)	18 549 (21.8%)
Ontario	17 837 (26.6%)	21 744 (32.2%)	26 087 (30.7%)
Other Canada	2 811 (4.1%)	2 213 (3.1%)	3 838 (4.5%)

TABLE 3.4

ANNUAL CHARACTERISTICS OF TOURIST PARTIES
WHO STAYED OVERNIGHT IN
MADAWASKA, VICTORIA AND/OR CARLETON COUNTIES

Tourist Characteristics	1977	1980	1982
1. Mother Tongue			
English	50 304 (75.0%)	51 303 (75.7%)	65 589 (77.2%)
French	16 193 (24.1%)	16 352 (24.2%)	19 275 (22.7%)
2. Trip Purpose			
Sightseeing	30 345 (45.5%)	25 107 (36.7%)	30 210 (35.6%)
Visit Friends/Relatives	17 037 (25.6%)	19 560 (28.5%)	26 135 (30.8%)
Passing Through	14 893 (22.4%)	16 825 (24.6%)	20 822 (24.5%)
Owned Cottage	635 (0.3%)	1 761 (0.7%)	1 070 (0.6%)
3. Average Length of Stay			
Nights per Party	2.85	3.70	3.50
4. Average Party Size			
Persons per Party	2.49	2.76	2.55

TABLE 3.5

ANNUAL AVERAGE TOURIST PARTY NIGHTS
BY ACCOMMODATIONS USED
OF TOURISTS WHO STAYED OVERNIGHT IN
MADAWASKA, VICTORIA AND/OR CARLETON COUNTIES

Accommodations Used	1977		1980		1983	
	# of Parties	Ave. Nights	# of Parties	Ave. Nights	# of Parties	Ave. Nights
Hotel	612 (0.9%)	1.7	3 924 (5.4%)	2.6	3 422 (3.8%)	2.1
Motel	25 947 (38.9%)	1.4	24 932 (34.4%)	1.5	31 719 (35.7%)	1.7
Friends/Relatives	22 943 (34.4%)	4.9	21 338 (29.4%)	5.1	29 025 (32.6%)	5.7
Campgrounds	13 771 (20.7%)	2.3	17 391 (24.0%)	2.6	19 061 (21.4%)	2.8
Rented Cottage	1 271 (1.9%)	2.1	538 (0.7%)	5.9	1 557 (1.8%)	8.0
Owned Cottage	1 606 (2.4%)	20.2	1 970 (2.7%)	7.0	1 866 (2.1%)	7.8
Hunting/Fishing Lodge	292 (0.4%)	3.7	470 (0.6%)	79.0	305 (0.3%)	5.1
Other	1 176 (1.7%)	1.5	1 939 (2.7%)	7.8	1 967 (2.2%)	2.7
TOTAL	66 631	2.9	72 508	3.7	88 922	3.5

TABLE 3.6

ANNUAL AVERAGE EXPENDITURES OF TOURIST PARTIES
WHO STAYED OVERNIGHT IN
MADAWASKA, VICTORIA AND/OR CARLETON COUNTIES
(IN 1986 DOLLARS)

Expenditure Items	1977		1980		1983	
	Party	Person	Party	Person	Party	Person
Accommodations	62.95	25.28	68.64	24.87	66.39	26.04
Restaurants	59.14	23.81	74.83	27.11	79.71	31.26
Food Stores	84.60	33.98	76.98	27.89	89.13	34.95
Transportation	60.56	24.32	65.24	23.64	81.66	32.02
Recreation/ Entertainment	125.03	50.21	61.76	22.38	137.96	54.10
Goods Less than $200	101.01	40.57	102.54	37.15	117.79	46.19
Goods Over $200	353.27	141.88	1395.92	505.77	1075.74	421.86
TOTAL	233.66	93.84	198.18	71.80	263.09	103.18

5. Average expenditures by nonresident tourists which stayed in the region increased between 1977 and 1983, with a decline in 1980. Spending on restaurants increased steadily through the 1977 to 1983 period, whereas spending on recreation and entertainment was considerably lower in 1980 (Table 3.6).

From the interviews of tourism-related business operators (i.e., accommodations, restaurants, tourist attractions and campgrounds /parks), several points regarding tourism trends:

1. Most tourists in Victoria County are pasers-by en route to somewhere else.

2. Tourists who come to the County are interested in sight-seeing and quiet outdoors environment, or wilderness-type camping or hunting and fishing.

3. The number of American tourists have declined, with most tourists now coming from Ontario.

4. Major draws to Victoria County besides Grand Falls and the Gorge are the outdoor scenery and outfitting and wilderness camping.

3.3 Tourism Market Development

At present, Victoria County's tourism industry is underdeveloped as compared to say resort areas of St. Andrews or Shediac, but also wilderness areas as the Cabot Trail. The County's sole exception in this respect is the outfitting industry component of its tourism, which is perhaps overdeveloped as was discussed in section 2.5.1. Many of the existing attractions should be upgraded and expanded and other potential attractions developed.

While the untouched or unspoiled beauty of the County is its major attraction, it is not a financial or employment generator. Full economic benefits cannot be realized from this attraction without a developed tourism support infrastructure.

More roofed and camping accommodations are required, at least on a tourist seasonal basis, and will be in demand as the industry expands.* This seasonal accommodation demand market could be met by a mixture of cabins, motel expansion or bed and breakfast facilities. However, there is also a need for resort-type accommodations in the future which would attract longer stayover guests. Existing restaurants, service stations, etc., seem in adequate supply, but could be upgraded/renovated in some cases to be attractive to the tourist market.

Opportunities to enhance the attractiveness of Victoria County to tourists is the subject of the next chapter. This market analysis has shown that considerable tourism activity exists in Victoria County and, with properly focused development and promotion, potential for the tourism industry to expand also exists.

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*Because available statistics cover Madawaska, Carleton and Victoria Counties, it is difficult to determine how many more units are required. The presence of larger centres like Edmundston, Grand Falls, and Woodstock, in particular, distort the figures.

4.0 TOURISM THEME DEVELOPMENT AND OPPORTUNITIES

4.1 Introduction

Having reviewed the existing tourism industry in Victoria County (Chapter 2) and analyzed the tourism market in the County and the Province, we now know the strengths and weakness of the County's existing industry and the needs and trends of the overall industry. This information allows us to generate tourism themes and oportunities with which Victoria County's tourism industry can be strengthened and expanded.

In this chapter, themes and opportunities will be developed and then evaluated. The final product will be a list of themes and opportunities best suited for the County.

4.2 Theme Development

4.2.1 Introduction

In tourism a theme is a package which serves both as a means of making an area distinctive and as a unifying concept. For example, the "Republic" of Madawaska is a theme which creates the impression of an independent people with a character different from the rest of New Brunswick. Thus, the "Republic" becomes special and creates appeal to outsiders. As well, the concept helps sponsor a pride in the people of Madawaska County.

To be effective a theme must fulfill certain requirements:

a) it must reflect the character of the region;
b) it must interest potential visitors; and
c) it must be acceptable to the residents of the region.

4.2.2 The Character of Victoria County

From a tourist's perspective: What is the character of Victoria County and its people? To answer this question, we took two approaches: a traits analysis and a comparison of the County to a number of other tourist destinations.

For the trait analysis we listed prominent traits of the County and its people (see Table 4.1). Many of these traits were named by County residents during our telephone interviews and at the three public meetings. While not exhaustive, the list does cover most of the trait categories which define the character of a region.

In the comparison analysis, we compared Victoria County to two contrasting tourist areas - a big city and a seaside resort.

For each comparison we used word pairings, each pairing describing a positive attribute of the County and a contrasting, but still positive, attribute of the other area. With these word pairings, we were able not only to describe the character of Victoria County, but also to determine what made it distinctive from the other destination.

The first comparison was between Victoria County and a "big city" destination such as Rome, New York, Toronto or in a regional context, Halifax (see Table 4.2). The second comparison was between Victoria County and a "seaside resort" such as Shediac or St. Andrews. (Table 4.3).

TABLE 4.1

TRAITS OF VICTORIA COUNTY

Category	Trait
1) Geographic	- moderately large county especially with respect to counties in many American states
	- hilly with large plateaus (Drummond), several high hills (upper Tobique area) and broad valleys (Tobique)
	- many rivers and large streams (Aroostook, Saint John, Tobique, Salmon, Mamozekel, Serpentine)
	- numerous waterfalls (Grand Falls, Four Falls, Maggie's Falls)
	- four headponds (Sisson Branch, Beechwood, Tinker, Tobique Narrows) and three large lakes (Gulquac, Trousers, Long)
2) Geological	- gypsum, limestone (Plaster Rock, Limestone)
3) Economic	- lumbering
	- farming
	- outfitting
	- small businesses
	- little or no secondary manufacturing activity
4) Biological	- evergreen forests
	- fields of potatoes and grain
	- pastures
	- clear cuts
	- overgrown pastures
	- abundant wildlife (deer, bears, coyotes, porcupine, rabbits, etc.)

TABLE 4.1 (continued)

Category	Trait
	- abundant bird life (upland birds)
	- good fishing (salmon, trout, landlocked salmon, bass)
Cultural, Linguistic	- Heritage: English, French (brayonne), Danish, Scottish, Indian
	- Language: English, French, Maliseet, some Danish
	- strong church affiliation
Social	- rural with several small villages and settlements

TABLE 4.2

CONTRASTING TOURISM ATTRIBUTES OF VICTORIA COUNTY AND A BIG CITY

Victoria	Big City (Toronto, New York, Rome, Halifax)
outdoors	indoors
simple food, big helpings	fancy cuisine
uncomplicated	sophisticated
relaxed	fast
beautiful scenery	great art
friendly	vibrant
wide-open spaces	compact
natural	man-made
small gatherings	large crowds
rural	cosmopolitan
crafts, antiques	shopping variety

TABLE 4.3

CONTRASTING TOURISM ATTRIBUTES OF VICTORIA COUNTY AND A SEASIDE RESORT

Victoria	Seaside Resort (Shediac, St. Andrews)
outdoors - rivers and woods	outdoors - sea and sand
farm food	sea food
cover of forest	openness of sea
canoeing	sailing
rapids, waterfalls	waves
temperate weather destination	warm weather destination
hiking	swimming
driving	boating
large area	compact area
panoramas	seascapes
farm animals, wildlife	fish, sea birds, sea mammals
farm vacations	cottage rentals
sports hunting and fishing	fishing

From the trait and comparison analysis we can describe Victoria County in these terms:

Victoria County is a land of rivers, farms, and forests. Its riches are the products of its soil (vegetables, wildlife, trees) and its water (fish, hydropower). The people of Victoria County have strong roots to their land and their heritage. They make their living from farms, forests, outfitting, and small businesses. The people maintain the traditions of their forefathers in terms of language, religion, customs and other cultural activities. They are friendly people best met at summer fairs, church suppers, and country stores.

Victoria County is a rural county with rural ways. The County is large and its population small. Thus, people tend to be self-reliant. There is room to explore and grow.

The hills and rivers, forests and fields of Victoria County are its main features. Its attractions consist of the unexpected: a waterfall hidden by spruce trees, a broad panorama of fields and farms on a back country road, a lonely church on top of a hill, a doe and fawn at daybreak, wind in the trees, a second piece of berry pie.

Thus the character of Victoria County is quite different from that of a big city or a seaside resort. Its appeal is different but no less strong.

4.2.3 Interest to Potential Visitors

What themes would interest potential visitors to Victoria County? To answer this question, we conducted an analysis of tourists to the region (see Chapter 3). From that analysis the following tourist profile can be drawn:

Most Victoria County tourists come from the large cities of Ontario, Quebec, and the northeastern United States. Coming from a hectic, urban environment, they are likely looking for the many positive attributes of Maritime life: tranquility, friendliness, beauty, the sea, open spaces, slower pace.

Most tourists are looking for an outdoors vacation: country drives, days at the beach, boating, hiking, camping. The "outdoors" aspect does not necessarily mean "roughing it", as many tourists will stay in hotels and motels and eat in restaurants.

Victoria County's tourists tend to be more active than the provincial norm, enjoying a wide range of outdoors sports and recreation activities.

Many of the tourists come to Victoria County to visit friends and relatives and often stay with them.

Victoria County is more popular as a fall tourist destination than New Brunswick as a whole. This situation is likely influenced by the strong outfitting/hunting component of the tourist trade and, possibly, a reflection of an older tourist population.

4.2.4 Acceptability to Residents

No tourism theme will work if it is not acceptable to residents. On the other hand, local support can make a theme a success even if it has drawbacks.

While theme acceptability is a question best determined by residents themselves, several guidelines can be considered, such as:

1) Humour. Does the theme ridicule the area? Humour is a risky means of creating a theme because it is very subjective. One person's gentle humour can be another's insult.

2) Self-image. Is the theme in keeping with residents' self-image? A good example of this issue is the promotion of New Denmark where Danish themes could run from "Danish Farmers" to "The Land of Hans Christian Anderson" to "Home of the Vikings." Which theme would fit the self-image of the residents?

3) Breadth of appeal. Does the theme appeal to everyone? Victoria County has a wide spectrum of cultures, languages, ages and occupations. To obtain acceptance a theme should be general enough to include most, if not all, of the groups.

4) Pride. Success themes are more than acceptable to residents, they also increase the pride of residents. In New Brunswick there are several areas which have tourism themes which appeal to tourists and residents, consider "The Mighty Miramichi", "The Republic of Madawaska", "Saint John, The Biggest Little City in the East".

4.2.5 Theme Evaluation - The Best Theme for the County

While the final choice of themes is best left to a local organization, several themes have been suggested and are presented in Table 4.4. Of the themes presented, four seem to have strong potential: Frontier, Pioneer, Wilderness, and the Rivers with The Frontier Theme has the best potential and sub-theme applications. The other themes (Tobique, Culture, Potato,

TABLE 4.4

SUGGESTED THEMES FOR VICTORIA COUNTY

Theme	Caption	Evaluation	Comments
Frontier	"Victoria - The Maritimes' Frontier" "Welcome to Frontier Country" Explore the Frontier County	Strong	- The term "frontier" covers many of the strengths of Victoria County: forests, fields, wildlife, clean streams, small communities, hardy people, farms. - The theme covers the County's farming, forestry, and outfitting heritage. - The theme is general enough to allow for the development of many subthemes. - The cultural mixture of Victoria County: Indians, French, Scots, Danes, and English fits easily inside the theme. - Mount Carleton Park, hunting, fishing, and wilderness camping also fits inside the theme. - Few other areas in the Maritimes can make this c i
Pioneer	"Victoria - Pioneer County" "The Land of the Pioneer"	Fair - Strong	- Pioneer is not as strong as Frontier because it is a theme of the past. - It is a theme used elsewhere, example Pioneer Days in Oromocto.
Wilderness	Victoria - New Brunswick's Wilderness County	Fair - Strong	- The strength of the theme is its tie-in to the Tobique River, the well-established outfitting industry, Mount Carleton Park, and the Renous Highway. - The weakness is that the wilderness does not include the attractions within the potato belt of Drummond, Arthurette, Aroostook and Perth-Andover.

TABLE 4.4 (continued)

Theme	Caption	Evaluation	Comments
Culture	The Five Cultures of Victoria County	Fair	- The strength of this theme is that it focuses on the people of the County—one of its strongest features. - However, the theme is very similar to that used by the Republic of Madawaska. Furthermore, most tourists come from cities which have much more diverse cultural mixtures.
Rivers, Headponds	"Victoria - River Wonderland" "Victoria - the River Frontier"	Fair - Strong	- The County is blessed with three large rivers and many large streams and most of its development has occurred along these rivers. - Most of the County's attractions are located near the rivers. - The theme covers most of the County.
Friendly People	"Welcome to the Friendly County"	Weak	- While the people of Victoria are friendly, it is difficult to create a theme from this attribute. After all, are the people that much less friendly in Madawaska or Carleton Counties? - Also, does this theme encourage tourists to stop and stay in the County?
Tobique	Tobique Country The Terrific Tobique	Fair	- Stressing the Tobique would tend to ignore places like Drummond, New Denmark, Aroostook, and Perth-Andover which are outside the Tobique Valley. - The Tobique theme would complement the Restigouche and Miramichi themes used elsewhere in the Province, but it could also be perceived as a "me too" theme. - A better subtheme than a theme.

TABLE 4.4 (continued)

Theme	Caption	Evaluation	Comments
Potato	"New Brunswick's Potato County"	Fair - Weak	- Potatoes are closely identified with Prince Edward Island and East Florenceville. Thus the theme will have direct competition. - Farming is only one facet of the County.
Lumbering/ Lumberjacks	"The Lumber Capital of New Brunswick" "Spruce Capital of the Maritimes"	Fair - Weak	- This theme would be more appropriate to a smaller area, say Plaster Rock or the Upper Tobique Valley. A better subtheme than a theme.
Salmon	Victoria - Home of the Famous Tobique	Weak	- This theme has already been claimed. The Atlantic Salmon is strongly identified with both the Miramichi and Restigouche Rivers. Campbellton, for example, has a giant salmon statue.
Black Bear/ White-tailed Deer/Hunting/ Outfitting	"Black Bear Country" "Home of the Hunter" "New Brunswick's Outfitting Centre"	Fair	- This theme would be more appropriate to a smaller area, say the Upper Tobique Valley. A better subtheme than a theme.
Hills, Mountains, Mount Carleton	"Gateway to Mount Carleton" "Gateway to the High Country" "New Brunswick's Highlands"	Fair	- Better as a subtheme than a theme, as the Mount Carleton - Blue Mountain area is only one part of the County. - Also the highland theme is used for the Gaspé and Cape Breton regions.

Salmon, Bear, Deer, Hill, Lumbering, Friendly People) could be used as subthemes for one or all of the four strongest themes. Presented below is an example of how the themes could be presented:

Theme: Victoria County - The Maritimes Frontier
Slogan: "Explore The Frontier County"
Subthemes and their location:

Drummond
- Potato (agricultural museum)
- Culture (brayonne festival)

New Denmark
- Culture (The Largest Danish Settlement in Canada)
- Pioneer
- Potato
- Hills (panoramas)

Aroostook/Perth Andover
- Rivers (the "Three Rivers Villages")
- Culture (York's Restaurant, Legion Fair)
- Potato

Four Falls/
- Falls

Arthurette
- Tobique

Plaster Rock
- Lumber (The Lumber Capital of New Brunswick)
- Tobique
- Wilderness (Gateway to Mount Carleton/ Renous)

Riley Brook/Nictau
- Salmon (outfitting)
- Black bear/White-tailed deer (outfitting)
- Tobique (canoeing)
- Wilderness (Mount Carleton Country)
- Pioneer

Scotch Colony
- Culture (Scottish heritage)
- Potato (Bon Accord potato station)
- Pioneer

4.3 Opportunity Identification

4.3.1 Introduction

Victoria County is rich in tourism potential: it has an assured exposure to tourist traffic, several significant geographic features, abundant wildlife, and friendly people. With these attributes, it is not surprising that it is possible to list several tourism development opportunities.

4.3.2 Activities, Events, Places, and Concept - Tourism Opportunities in Victoria County

Each opportunity is described in detail in Appendix B. Presented in Table 4.5 are different tourism opportunities for Victoria County. The table characterizes the opportunities according to several criteria, including:

1. Type

- activity. An attraction in which a tourist can participate. Many sports attractions would qualify as activities.

- event. An attraction during which a tourist would be a spectator. Many cultural attractions would quality as events.

- place. An attraction fixed in location. Waterfalls and historic buildings qualify as places.

- concept. An attraction fixed in character or theme. Crafts or museums are concepts.

TABLE 4.5

TOURISM OPPORTUNITIES FOR VICTORIA COUNTY
*(Opportunities are described in detail in Appendix B)

Name*	Type	Status	Appeal Potential	
			Strength	Breadth
Scenic Auto Tour	Activity	undeveloped	moderate	broad
Canoe Tours	Activity	partially developed	moderate - strong	special
Autumn Bus Tours	Activity	undeveloped	moderate	broad
Photography/Wildlife Excursions	Activity	undeveloped	strong	special
Dirt Bike/All Terrain Vehicle Races	Activity	undeveloped	strong	special
Tour of Fraser Company Sawmill	Event	undeveloped	moderate	special
Church and Community Suppers	Event	partially developed	moderate	broad
Victoria Day in Victoria County	Event	undeveloped	strong	broad
Tobique River Canoe Race	Event	partially developed	strong - moderate	special
Saint John River Canoe Race	Event	undeveloped	strong moderate	special broad
Car or Motorcycle Rallies	Event	undeveloped	moderate	special
Music Festival	Event	undeveloped	strong moderate	special broad
Hosting Major Team Sports Event	Event	partially developed	strong	special
Hot Air Balloon Regattas	Event	undeveloped	strong	special broad

TABLE 4.5 (continued)

Name*	Type	Status	Appeal Potential	
			Strength	Breadth
CANUSA Games	Event	undeveloped	strong	special
Family Reunions, Family History, Geneology	Event	partially developed	strong	special
Maggie's Falls Waterfalls	Place	undeveloped	moderate	broad
Scenic Lookouts	Place	undeveloped	moderate	broad
Railway Trestle across Salmon River at Davis Mill	Place	undeveloped	moderate strong	broad special
Tinker Dam	Place	undeveloped	moderate	broad
Mascots/Symbols/Nicknames	Concept	undeveloped	moderate	broad
Potato Museum	Concept	undeveloped	strong	broad
Agricultural Museum	Concept	undeveloped	strong	broad
Wildlife Park and Museum	Concept	undeveloped	strong	broad
Pioneer Museum	Concept	undeveloped	moderate	broad
Indian Heritage Museum	Concept	undeveloped	strong	broad
Low Gasoline Prices	Concept	partially developed	moderate	broad
Foods of Victoria County	Concept	partially developed	strong	broad
Hot Air Balloon Rides	Concept	undeveloped	strong	special broad
Special Camps	Concept	partially developed	strong	special
Guide/Outfitters School	Concept	undeveloped	strong	special
Factory Outlet and Specialty Stores	Concept	undeveloped	strong	special

2. Status

- undeveloped. The attraction is not yet used as a tourist attraction.

- partially developed. The attraction is used as an attraction, but further development is possible.

- developed. The attraction is close to or at feasible development limits.

3. Appeal Potential: Strength

- strong. The attraction is worth a special trip to visit.

- moderate. The attraction is worth a detour to visit.

- weak. The attraction is worth a stop if on the route.

4. Appeal Potential: Breadth

- broad. - The attraction would appeal to most tourists regardless of age, sex, or cultural background.

- special. The attraction would appeal to a segment of tourists. The segment would be defined by age, sex, culture or some other demographic factor.

The opportunities listed in the table are not intended to be an exhaustive list. However, the list does cover the breadth of opportunities available.

4.3.3 Opportunities and Tourism Theme

Most of the attraction opportunities listed in Table 4.6 could fit comfortably in any of the stronger themes presented in Table 4.5. This should not be surprising, for a good theme should reflect the character of a region and good attractions should represent the development of a particular character trait of a region. Thus, the more attractions which are developed, the stronger the effect of a good tourism theme.

4.3.4 Benefit and Costs Evaluation of Opportunities

With so many opportunities available, where should an entrepreneur (or a community) start? This is not an easy question to answer because many intangible variables (enthusiasm, vision, luck) are responsible for tourism success.

However, it is possible to evaluate the opportunities with several tangible criteria, which are either benefits or costs associated with the tourism opportunity.

1. Benefits:

(a) Revenue potential (based upon market/appeal evaluation)

- profitable. The attraction's revenues will exceed its costs.

- breakeven. The attraction's revenue and costs will balance.

- loss. The attraction's revenues will not meet costs.

(b) Spinoff potential

- significant. The attraction will substantially benefit other attractions with its presence.

- noticeable. The attraction on average will benefit other attractions somewhat, some substantially, others not at all.

- negligible. The attraction will have little effect upon other attractions.

2. Costs:

(a) Capital cost

- low (relative). Costs are limited to basic site services (such as landscaping, access roads, picnic tables) or minor repairs to existing infrastructure (hundred or thousands of dollars).

- medium. Costs associated with the expansion of an existing operation or modest construction of a new operation (tens of thousands of dollars).

- high. Costs associated with a major refurbishing of an existing operation or a large, new operation (hundreds of thousands of dollars).

(b) Operating costs

- low (relative). A lean operation characterized by: few paid staff, low energy consumption, little maintenance, few repairs, little insurance coverage (hudreds of dollars).

- medium. Either midway below low and high in all costs or a mixture of high costs for some operating items and low on others (thousands of dollars).

- high. An operation characterized by one or all of: large paid staff, perhaps with considerable management expertise, large consumption of energy; frequent, expensive, and/or specialized maintenance; frequent repairs; high liability insurance cost (tens of thousands of dollars).

(c) Organization requirements

- low (relative). An attraction which can be run by one or two people, working full- or part-time.

- medium. An attraction which can be run with one or two people involved in management and/or planning and several during implementation.

- high. An attraction which requires several committees to handle specialized tasks. Many volunteers required for implementation.

(d) Promotional requirements

- low (relative). An attraction which either sells itself or has been presold through word-of-mouth. Maintenance promotion should suffice.

- medium. An attraction which is new to the market but should generate sustained word-of-mouth once it is established. Heavy initial promotion required followed by maintenance promotion.

- high. An attraction which competes with similar attractions in the region and requires sustained and innovative promotion.

Table 4.6 presents the results of the evaluation of attraction opportunities. With this table, an entrepreneur or group can evaluate the benefits and costs of any opportunity. This methodology can be used to evaluate any other opportunities which may be proposed in the future.

4.3.5 The Best Opportunities for the County

The best opportunities are those which will provide the most benefits for the least cost. On the benefit side, entrepreneurs will be most interested in the revenue benefit, while the community group will be most interested in those with the greatest spinoff benefits. On the cost side, entrepreneurs may find it easier to raise funds and control spending for capital and operating costs, while an association or community group could have more success in organizing and promoting an attraction. Thus the choice of best opportunity depends upon the people or group proposing it.

With these points in mind, the best opportunities seem to be the following:

(a) entrepreneurial

1) canoe tours. Canoeing is a popular sport and with a relatively small investment an operator could conduct springtime canoe tours down the Tobique or Saint John River. Using local canoes, wilderness camping and good food, the operator could develop a popular and profitable attraction.

APPENDIX A

EXISTING ATTRACTIONS

DESCRIPTIONS

TABLE 4.6

EVALUATION OF TOURISM OPPORTUNITIES FOR VICTORIA COUNTY
*(Opportunities are described in detail in Appendix B)

Name*	Benefits		Costs			
	Revenue Potential	Spinoff Potential	Capital Costs	Operating Costs	Organizational Requirements	Promotional Requirements
Scenic Auto Tour	breakeven	significant	low	low	low	medium
Canoe Tours	profitable	noticeable	medium	low	low	medium
Autumn Bus Tours	profitable	significant	high	low	low	medium/high
Photography/Wildlife Excursions	profitable	noticeable	medium	medium	medium	medium
Dirt Bike/All Terrain Vehicle	profitable	noticeable	low	medium	low/medium	medium
Tour of Fraser Company Sawmill	breakeven	noticeable	low	medium	low	medium
Church and Community Suppers	profitable	noticeable	low	medium	medium	low
Victoria Day in Victoria County	breakeven	significant	low	low	medium	medium
Tobique River Canoe Race	breakeven	noticeable	low	low	medium	medium
Saint John River Canoe Race	breakeven	noticeable	low	low	medium	medium
Car or Motorcycle Rallies	breakeven	noticeable	low	medium	medium	medium
Music Festival	breakeven/ loss	noticeable	medium	medium/high	medium	medium/high
Hosting Major Team Sports	breakeven	significant	low	low	high	medium
Hot Air Balloon Regatta	breakeven/ loss	significant	low	medium	medium/high	medium
CANUSA Games	breakeven/ loss	noticeable	low	medium	medium/high	low/medium
Family Reunions, Family History, Genealogy	breakeven	noticeable	low	low	medium	medium
Maggie's Falls	breakeven/ loss	noticeable	high	high	low	medium

TABLE 4.6 (continued)

Name*	Benefits		Costs			
	Revenue Potential	Spinoff Potential	Capital Costs	Operating Costs	Organizational Requirements	Promotional Requirements
Waterfalls	breakeven/ loss	noticeable	high	high	low	medium
Scenic Lookouts	breakeven/ loss	significant	medium	low/medium	low	medium
Railway Trestle Across Davis Mill	breakeven/ loss	noticeable	medium	low/medium	low	medium
Tinker Dam	breakeven/ loss	noticeable	medium	low/medium	low	medium
Mascots/Symbols/Nicknames	breakeven	noticeable	low	medium	low	medium
Potato Museum	loss	noticeable	medium/high	high	medium	medium
Agricultural Museum	loss	significant	medium/high	high	medium	medium
Wildlife Park and Museum	loss	significant	high	high	medium	medium
Frontier County Museum	loss	significant	medium/high	high	medium	medium
Indian Heritage Museum	loss	significant	medium/high	high	medium	medium
Low Gasoline Prices	profit	noticeable/ significant	low	low	low	medium
Foods of Victoria County	profit	significant	low	low	low	medium
Hot Air Balloon Rides	profitable	noticeable	high	high	low	medium
Special Camps	profitable	significant	high	high	medium	high
Guide/Outfitters School	profitable	noticeable	high	medium	high	medium
Factory Outlet and Specialty Stores	profitable	noticeable	medium/high	medium	medium	medium

2) autumn bus tours. While bus tours are usually run by large bus companies (Greyhound, Grey, SMT), local entrepreneurs could benefit from autumn tours of the County. Owners of restaurants, attractions, motels, and stores could join together to offer package deals to bus tour operators and thereby encourage operators to visit and stay in the County.

3) foods of Victoria County. The success of York's Restaurant should serve as an example for other businesses in the County. The maintenance of high standards over a long term is a winning formula. Similarly, all restaurants in Victoria County could benefit from promotions stressing the Foods of Victoria County. This concept would give the County a distinct character which would result in good word of mouth and increased business.

In practice, the Foods of Victoria County would stress local produce on menus. Examples: potato pancakes on breakfast menus, homemade berry pies rather than banana cream or coconut cream pies, trout and salmon rather than cod or halibut, maple syrup, not molasses, boiled dinners and stews rather than spaghetti. Competitions promoting new recipes for local produce could support this concept.

(b) Community

1) scenic tours. In conjunction with the Department of Transportation a community group could devise and mark scenic routes through the County. Visitors would stay longer, and enjoy their stay more.

2) scenic lookouts. As part of the scenic tours, scenic lookouts could be developed. These lookouts would allow visitors to safely stop and enjoy the panorama, perhaps photograph or paint it, or even have a picnic lunch.

3) railway trestle at Davis Mills. One lookout of particular interest to the people of Drummond is the trestle at Davis Mills. As part of the attraction, a schedule of railway crossings could be posted, allowing tourists to see the trestle in use.

4) Victoria Day in Victoria County. Celebrating Victoria Day would be a natural way to extend the tourist season into May. Victoria, BC makes Victoria Day a major event and draws tourists from all over northwestern North America. Parades, canoe races, tulip festivals, fishing derbys, ball tournaments, craft shows, hotel and restaurant promotions could make the holiday a significant attraction.

5) Tobique (or Saint John) River canoe race. This event would attract spectators and participants alike. It would require the efforts and organization of many volunteers; however, plus a large sponsor contribution.

6) Frontier County Museum. Museums do not make money but are important tourism attraction. A Frontier County Museum could stress the history and importance of the County's activities and people in clear focused exhibits (example, "Canada's Largest Danish Settlement", "Life in a Lumber Camp").

4.4 Conclusions

Once a good overall theme has been selected ("Explore the Frontier County") the development of subthemes and tourism opportunities becomes much easier. The theme encourages operators to focus their promotion and to work together to attract visitors to their County.

The Frontier Theme is comprehensive enough to cover the range of activities (hunting, farming) cultures (Brayonne, Scottish, Danish, Indian) and geography (rivers, hills, forests, fields) in the County while giving these subthemes cohesion.

The opportunities available for entrepreneurs and community groups represent unfulfilled needs. They have been discovered by comparing the County's existing tourism industry to the proposed theme and to trends and services offered to tourists in other areas.

All the entrepreneurial opportunities represent chances for local operators to start or expand business to benefit from the tourist industry. The community opportunities represent chances for part or all the County to benefit from group action. The opportunities are there waiting for someone to accept the challenges.

5.0 TOURISM DEVELOPMENT ACTION PLAN

5.1 Introduction

The purpose of an Action Plan is to provide a step-by-step programme for attaining a goal or goals. To attain the goal in turn, an Action Plan must meet certain key milestones or strategic objectives. Finally, to meet the milestones, the Plan must provide action steps or tactics.

Presented in the following sections is first a strategic analysis of the needs of the tourism industry in Victoria County. From the analysis an Action Plan has been developed, which is presented in the final sections of this chapter.

5.2 A Strategic Analysis of Victoria County's Tourist Industry

5.2.1 Goals

The goal of the Steering Committee is to expand the tourist industry in Victoria County.* This is a rather broad goal which could be defined and attained in many ways (Los Vegas versus Banff National Park, for example). Thus, after consultation with the Steering Committee, tourist development was more closely defined as an expanded tourist industry which would:

a) increase employment,
b) increase investment,
c) increase tax base,
d) improve standard of living,
e) be compatible with the aspirations of residents, and
f) be a logical extension of the existing tourism industry.

If the goals are attained, Victoria County's tourism industry will have the following characteristics:

- It will consist of operations which are predominately locally run and operated. Thus, the profits and expertise from tourism will tend to stay within the County and be used to develop more businesses within the County.

- The tourism industry will have grown from the nucleus which existed in 1987. Thus, growth will be steady, consisting of filling gaps (example, certain types of accommodations) or meeting unmet needs (example, wilderness excursions for naturalists).

- It will be based upon the resources of the County. Thus, it will be based upon natural attractions (Mount Carleton, Tobique River), outdoors activities (hunting, canoeing), regional cultural activities (Indian, Danish, French, Scottish) and locational advantages (Trans Canada Highway, proximity to USA).

- It will be based upon local initiative. Thus, the pace of development will be set by the level of local initiative.

- It is important to notice what this goal does not encourage: large, expensive developments such as theme parks.

5.2.2 Strategies

Expansion of the tourist industry in Victoria County is dependent upon one or all of these four strategies:

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*Victoria County refers to the study area and does not include Grand Falls and the Tobique Indian Reserve unless stated otherwise.

i) attract more tourists to the region;
ii) draw tourist traffic off the Trans Canada Highway;
iii) encourage tourists to stay longer; and
iv) encourage tourists to spend more per day.

Strategy 1. Attract More Tourists to the Atlantic Region.

At present, Victoria County is traversed by a significant portion of the tourists who visit the Atlantic Region. Thus if the tourist traffic were to increase, so would visits to the County. How could the traffic be increased?

- By encouraging more tourists to visit Canada and travel within Canada (Tourism Canada and the provinces);

- By encouraging more tourists to visit the Atlantic provinces and travel within the Atlantic Provinces (Tourism departments of the four Atlantic Provinces); and

- By encouraging more tourists to visit New Brunswick and travel within New Brunswick (Tourism New Brunswick and Victoria County).

As it can be seen, there is little required in the above tactics for involvement by Victoria County other than supporting the efforts of senior governments. The best means of providing this support is through a tourism association.

Strategy 2. Drawing Tourist Traffic Off the Trans Canada Highway

At present, the Upper Saint John River Valley has a very high level of traffic "passing through" to other destinations (25 percent versus 15 percent for New Brunswick as a whole in 1983). It is likely that this percentage is even higher for Victoria County, as it has neither of the Upper Valley's main tourist attractions (Grand Falls Cataract, Hartland Covered Bridge).

If Victoria County could reduce the percentage of passers through by converting them to sightseers and visitors, it would notice an immediate increase in tourist traffic. To do this, Victoria County has three sets of tactics from which to choose:

- promote existing attractions, services and accommodations;
- upgrade existing attractions, services and accommodations;
- develop new attractions, services and accommodations.

All three sets of tactics are within the realm of Victoria County; tactics for which it could take the lead. By taking the leadership role, the County could expect support from the New Brunswick and Federal Governments.

Strategy 3. Encouraging Tourists to Stay Longer

The longer tourists stay in a region, the more money they spend there. At present, many tourists do not stay at all in Victoria County, rather they drive through on their way to other destinations. This is why tourist attractions are so important. One of the most important business features of tourist attractions is that they cause tourists to linger. The longer tourists linger, the more likely they will spend the night in the region. That is why tourist hotels are often located near attractions: a good example is the motel near the Hopewell Rocks, several miles away from any large population centre.

The ultimate step in the process occurs when an attraction becomes a tourist destination--the object of the whole vacation. St. Andrews and Shediac are examples of tourist destinations in New Brunswick.

At present, encouraging tourists to stay longer is the key requirement to expanding the County's tourism industry. To implement this strategy, several sets of tactics are available:

- promote existing attractions, services and accommodations;
- upgrade existing attractions, services and accommodations; and
- develop new attractions, services and accommodations.

For all the above tactics, Victoria County must take a leadership role with financial, organizational, and promotional support provided by the Federal and Provincial governments.

Strategy 4. Encouraging Tourists to Spend More Per Day

This strategy does not imply that prices should simply be raised. What it does mean, however, is that the tourist industry should utilize a "value for money" concept for its attractions, services and accommodations.

Tourists will pay for quality whether it is a unique site, a special meal, the chance to catch an Atlantic salmon, or whatever. However, the quality must be perceived by the user. To achieve value for money, Victoria County can use the following tactics:

- promote existing attractions, services and accommodations;
- upgrade existing attractions, services and accommodations;
- develop new attractions, services and accommodations;
- ensure attractions, accommodations and services are of good quality; and
- be patient.

Again, Victoria County must take the lead in adopting these tactics and utilize whatever support the Federal and Provincial governments can provide.

5.2.3 Tactics

With our strategic assessment of Victoria County's tourist goals, we have developed sets of tactics which can be implemented to help achieve the goals. Let us now review these tactics in detail.

Tactic 1. Form a Tourism Association

This step is crucial for the development of a strong tourism industry in Victoria County. A Victoria County Tourism Association could be composed of tourism operators (motel owners, outfitters, restaurant owners), government officials (village councillors or mayors, representatives from the Grand Falls Industrial Commission) and other, interested persons (representatives from historical societies, fish and game associations, Chambers of Commerce) and dedicated to the promotion of tourism in the County.

Among the benefits an Association could provide are:

1) a united voice in dealings with tourism officials in the Federal and Provincial government;

2) a forum for discussing and resolving problems within the County;

3) a larger presence in the tourist market;

4) a centre for promotional activity (developing promotional literature, distributing literature, mailing information);

5) continuity through changes in elected governments, tourism officials, tourism trends, etc;

6) a source and library for tourism information; and

7) a sponsor for research studies, promotional literature development, contests and so on.

A well-run Association could provide all of these benefits cheaper and more effectively than any single operator or small group of operators.

Tactic 2. Promote existing attractions, services and accommodations. In the short-term, a tourist promotion programme would be an excellent means of increasing tourist business. Such a programme could include the following actions:

i) improving the signage along the Trans Canada Highway. At present, travellers on the highway are given little information about the attractions, accommodations and services they are missing. While billboards are restricted along much of the highway, certain types of information signs are permitted.* Victoria County should ensure that its existing attractions are promoted as much as possible.

ii) providing tourist information booths. The presence of tourist information booths or kiosks along the Trans Canada Highway could encourage tourists to stop and learn more about the County. If the information booth was located at a scenic lookout and had picnic tables and washrooms, its "stopping appeal" would be quite high.

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*Appendix D presents a list of signs relevant to tourists currently in place along the Trans Canada Highway plus a copy of Provincial guidelines with respect to advertising signs.

iii) developing and distributing tourist information literature. At present, there is little literature available on the County, as evidenced by visits by members of the study team to tourist information booths in the Province. Thus, in many cases, tourists have little opportunity to learn of the County's existing attractions.

iv) using mailing lists. A properly selected mailing list can be used very effectively for a direct mail campaign. Three such lists could be provided by Tourism New Brunswick (from their list of mailed enquiries for tourist information), the Victoria County Record and the Grand Falls Cataract (out-of-County subscribers).

v) inviting travel authorities to visit the County. Several national and regional publications have travel columns and pages. The editors, writers, and reviewers for these publications are often interested in writing stories and columns about lesser known tourist destinations, especially if these destinations have a lot to offer to visitors. Victoria County with its scenery, wilderness areas, rivers, lakes and cultural riches could certainly interest a columnist.

vi) developing innovative promotional programmes. Several programmes could be developed. For example, a motel in Perth-Andover, a museum in New Denmark, and a restaurant in Plaster Rock each could offer discounts at the others' operation. Thus a stay at the hotel would result in a free museum visit and a discount at the restaurant and the tourist would spend most of the day in the County. Coupon books could be another technique. All these promotions would increase awareness in the County plus encourage tourists to stay longer and spend more.

Tactic 3. Upgrade existing attractions, services, and accommodations. In the short- and medium-term, Victoria County tourism can expand most efficiently through expansion, renovation, and improvement of existing tourist operations. The reason for this contention is that in most cases, it is cheaper and easier to improve an existing business or operation than to establish a new one, with little disruption to local business investments.

Specific actions could include the following list:

i) Renovation of existing operations (accommodations and restaurants, especially) and replacing worn or run down equipment and furnishings with refurbished or new material.

ii) Re-evaluation and/or expansion of current services. Examples include revamping a restaurant menu to reflect current tastes or to emphasize local produce and recipes; adding an 800 telephone line for motel reservations; providing videotape machines and movies with room rental; offering wilderness treks for naturalist photographers as well as hunters.

iii) Expansion of existing facilities. Economies of scale are possible when facilities become larger. Heating, cleaning, reception and maintenance costs usually do not increase proportionately when a motel is expanded, for example.

iv) Implementation of a beautification programme. With a bit of money, thought and effort, a neat but drab property can become quite attractive. Good landscaping can also save money by reducing snowdrifting, improving water drainage, screening unsightly machinery and reducing air conditioning costs. The roadside flower beds maintained by many villages in the upper Saint John River Valley are a good example for all tourist operators.

Tactic 4. Develop attractions, services and accommodations. Expansion through new operations is a medium- or long-term tactic because new businesses often take at least two years to become financially self-sufficient. In the case of Victoria County, new tourist services, attractions and accommodations are definitely required for two reasons: first to fill gaps in the existing operations mixture and secondly to meet unmet needs with an extension to the current mixture.

- Deficiencies in the existing tourism industry are discussed in Section 2.5. As well suggested services, attractions, and accommodations to meet the deficiencies are discussed in Section 2.5 and Appendix __.

- New opportunities for tourism attractions, services and accommodations are presented and evaluated in Section 4.3. In addition, the opportunities are described in some detail in Appendix B.

Tactic 5. Ensure attractions, services, and accommodations are of good quality. Quality service is the best means of ensuring repeat business and encouraging positive word-of-mouth comments - the best form of promotion.

To achieve and maintain quality in a service industry such as tourism, four steps must be implemented.

1. acceptance of the need for quality by all operators in the area;

2. development of quality standards by a recognized authority;

3. implementation and enforcement of the quality standards; and

4. training of operators and their staff.

A ic sm Association would be an excellent vehicle for running a quality assurance programme and would likely enjoy better cooperation from operators than Tourism New Brunswick or another outside body.

Tactic 6. Develop a tourism attitude. Outstanding success in the tourism industry comes to operations which develop, maintain, and continually practice a tourism attitude. This attitude has the components listed below.

1. Tourists are guests who you invited to visit your operation and to whom you promised certain benefits.

2. Treating tourists as guests is the responsibility of the entire staff, not just the manager or owner who the guests may never meet.

3. Guests are willing to pay any price for a service as long as they perceive the value is commensurate with the price.

4. When guests complain it is because they perceive that either a promise is broken or value has not been received for their money. To answer the complaint, you must either correct the wrong (if it has occurred) or alter the perception of wrong (if it has not occurred). Complaints must be answered.

5. Business success and longevity is based upon pleased guests for they are likely to return and to speak well of the business.

Perception is very important in the tourist industry and it is indiscriminate--an unhappy guest at one Victoria County hotel could consider the entire County unfavourably.

5.3 Action Plan

5.3.1 Introduction

Presented below is a suggested Action Plan for achieving the goals for tourism expansion in Victoria County. The plan has been divided into steps with the steps bing presented in order of priority. Each step is in the form of a description of a recommended action, a responsible person or group, a timeframe, a funding source, and an explanation where appropriate. A schematic of the plan is presented in Figure 5.1.

5.3.2 Action Steps

Action Step 1 - Formation of a Victoria County Tourism Association

Description. It is very important for Victoria County's tourism industry that a Tourism Association be formed for the following reasons listed below.

1) Greater authority. As the tourism industry in New Brunswick grows and matures, there is a greater emphasis on regional marketing. The Moncton area is a good example: there the promotion stresses the benefits of Shediac, Magnetic Hill, the Hopewell Rocks, the Tidal Bore and Fundy National Park. Government officials--federal and provincial--prefer to deal with associations because associations represent larger areas, more people, and often, a more rational approach to tourism.

2) United voice. Government support will be more forthcoming if there are no local rivalries and squabbles. A Tourism Association can help resolve these problems before senior governments are approached.

Timeframe
Acceptance of
this Report

3 months — **STEP 1.** FORMATION OF VICTORIA COUNTY TOURISM ASSOCIATION

6 months — **Step 2.** Formulate and Implement an Action Plan

Step 3. Form Relationships With Federal and Provincial Governments

Ongoing activities:

- respond to information requests
- encourage development of tourism opportunities
- encourage employee training

Step 4. Support National, Regional, Provincial Tourism Promotion

1 year — **Step 5.** Develop a Programme of Tourist Promotion for Victoria County

1½ years — **Step 6.** Develop a Highway Signs Programme

2 years — **Step 7.** Establish a Tourist Information Bureau on Trans-Canada Highway

3 years — **Step 8.** Formulate and Implement Quality Standards

Step 9. Develop an Employee Training Programme

Step 10. Promote the Designation of Scenic Routes

FIGURE 5.1 ACTION PLAN FOR VICTORIA COUNTY

3) More efficiency. A Tourism Association should be more efficient in its promotional efforts than a group of operators and villages working independently.

4) More standardization. An Association can set and monitor standards for the operation and promotion of tourist attractions, accommodations, and services.

5) Continuity. It will take time to expand the tourist industry in Victoria County. Progress will be measured over years, not months. In that time programmes and personalities will change. Thus, it is important that the industry maintain continuity: to ensure that the County keeps its contacts with Federal and Provincial departments, despite changes in staff; to maintain standards of service, despite changes in ownership; and to maintain a tourism profile, despite changes in the demographic mix of the market.

6) Goals. An Association could set annual goals for the County's Tourist Industry and focus on them (example, Scenic Routes, Tourist Bureau).

Recommended Action. Tourist operators, municipal officials and interested individuals should form a Victoria County Tourism Association with the aims of promoting tourism, representing the County to senior governments, and ensuring the quality of tourism attractions, accommodations and services.

Explanation. The exact mandate and composition of the Victoria County Tourism Association is to be determined by its membership. However, when forming the Association, members should give careful consideration to the following issues:

1) Membership type. Should the membership consist only of private tourism operators? Or should the municipalities be represented? Should the senior governments be represented?

2) Membership area. Should the Association include Grand Falls and the Tobique Indian Reserve (which are outside the area studied for this project)?

3) Voting. Should each member have one vote? Or should the votes be allocated by region?

4) Relationship with associations in adjacent tourist areas. Should the Association become a member of a larger group, say the Upper Saint John Tourism Association? Or should it remain an independent body?

5) Dues. Should the dues be uniform or should they vary with the type or size of member firms?

Early and careful consideration to these and other questions will result in an Association which will best represent the interests of tourism industry in the County.

Responsible person(s): Steering Committee in association with tourism operators.

Funding source: Government of Canada (Tourism Canada), Department of Tourism, Recreation and Heritage.

Timeframe: within three months of the acceptance of this report (by summer of 1988).

Action Step 2 - Formulate and Implement an Action Plan

Description. The Victoria County Tourism Association will need an action plan to attain its goals, regardless of whether this plan is accepted or not.

Recommended Action: Either implement the plan presented in this report or formulate and implement a new or revised plan.

Responsible Persons: Executive of Victoria County Tourism Association.

Funding Source: Little funding required, funds from Association.

Timeframe: Within six months of the formation of the Victoria County Tourism Association.

Action Step No. 3 - Form Permanent Relationships With Tourism Officials in the Federal and Provincial Governments

Background. The two senior governments represent large and valuable resources to any tourism association. Both have a wealth of statistical, promotional, market research, and cost information from New Brunswick, Canada and the world. As well, various government departments have staff knowledgeable in tourism operation, promotion, statistics, current trends, and assistance programmes. Finally, the governments have a number of financial assistance programmes.

Recommended Action. Contact appropriate government officials, introduce them to the Association and its goals, keep them informed of developments, and ask for information and financial assistance when required.

Responsible person(s): Chairman of the Victoria County Tourism Association, Chairman of Federal-Provincial Liaison Committee or Secretary.

Funding Source: Little funding required, funds from Association.

Timeframe: Within six months of formation of Association.

Action Step 4 - Support National, Regional and Provincial Tourism Promotion

Description. As mentioned earlier, because of the presence of the Trans Canada Highway, Victoria County is bound to benefit from any campaign to increase tourist traffic to Canada, the Atlantic Region or New Brunswick.

Recommended Action. Provide moral support to any national, regional or Provincial tourism campaigns including supplying useful tourism information, promotional literature, photographs and so on.

Responsible Person: Chairman of Victoria County Tourism Association, Chairman of Federal-Provincial Liaison Committee, or Secretary.

Funding Source: Little funding required, funds from Association.

Timeframe: Within year of formation of Association.

Action Step 5 - Develop a Programme of Tourist Promotion for Victoria County

Description. Early in this study it became apparent that Victoria County is inadequately promoted at present. Without promotion, the County's tourist industry cannot hope to compete, let alone grow.

While not cheap, tourism literature is one of the most cost-effective tools available for promoting the tourist industry. Radio and television can be useful for attracting attention, but most tourists make decisions on vacation destinations after a careful review of features and benefits--attributes best communicated by the written word supplemented by photographs and other visual aids. This they cannot do at present.

Recommended Action. The Victoria County Tourism Association should develop literature promoting the County's attractions, accommodations and services.

Funding Source: Victoria County Tourism Association, Federal and Provincial Governments.

Responsible Person. Chairman of Promotion Committee.

Recommendation. Tourism operators in the County should develop literature promoting their attractions, accommodations and services to tourists. This literature should be consistent with the themes and content of the literature developed by the Victoria County Tourism Association.

Responsible Person(s): Owners of tourist attractions, services and accommodations.

Funding Source: Owners.

Timeframe: Within a year of the formation of a Tourism Association.

Explanation. The broader approach to tourism literature reflects the different goals of the Association and the individual operator. The Association is intended to promote the County as a whole and not to favour individual operations. The operator intends to promote his or her business first, as part of the regional tourist mix.

Action Step 6 - Develop a Highway Signs Programme

Description. At present, there are few advertising signs for the County's tourist attractions, accommodations, and services along any of its main highways: Trans-Canada Highway, Route 108, Route 105, Route 109, Route 190 (see Background Document #2). The lack of signs hurts the tourism industry by offering tourists no indication of where to detour or stop in the County.

In New Brunswick, the Department of Transportation has issued regulations governing the placement of signs along public highways. Any sign upgrading programme will have to follow these regulations or risk the loss of many signs. However, within these regulations several sign options are possible (see Background Document #2).

Recommended Action. In accordance with guidelines and policies set by the New Brunswick Department of Transportation and with consultation of the New Brunswick Department of Tourism, Recreation and Heritage, and the Victoria County Tourism Association, develop a programme for increasing the number of quality highway signs for tourist attractions, accommodations, and services.

Responsible Person: Chairman of the Promotions Committee.

Funding Source: Association, Department of Tourism, Recreation and Heritage

Recommended Action. Within the guidelines of the sign programme of the Victoria County Tourism Association, operators can increase the number of quality highway signs for their tourist operations.

Responsible Person(s): Owners of tourist attractions, services, and accommodations.

Funding Source: Owners.

Timeframe: Within eighteen months.

Explanation. The purpose of the Association is to promote the County, not individual businesses. Thus, its thrust would be to ensure that general signs such as those designating scenic routes, museums, parks, rest areas were adequate in size and number. As well, the Association could develop a standard format for signs advertising private operations. An example is presented in Figure 5.2.*

It would be the responsibility of the individual operator to post signs for his or her business. Most operators would choose to use both the standard Association sign (Figure 5.2) and individual signs. It would be to the Association's advantage, however, to ensure that even individual signs showed some uniformity (standard sizes, standard border colours, use of Association logo).

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* A good example of the value of standard sign format is the attractive standard sign used by farm vacation operators.

Action Step 7 - Establish a Tourist Information Bureau on Trans Canada Highway

Description. At present there are two tourist information bureaus in the County, one in Plaster Rock, the other in Grand Falls (outside of study area). Both bureaus are municipally run. In the stretch of Trans-Canada Highway between Grand Falls and Hartland there is no bureau at all--one of the longest stretches of the Highway without this service.

Perth-Andover is a logical place for a tourist bureau for several reasons--of benefit to Victoria County and the Province of New Brunswick:

1) The village is a gateway to New Brunswick being close to an important border crossing to the United States. (For comparison purposes, there are presently bureaus at these entry points: Clair, Edmundston, St. Leonard, Grand Falls, Woodstock, McAdam, St. Stephen, and Campobello Island. Four of these are provincially run, four are municipally run.)

2) The village is a gateway to Victoria and upper Carleton County. Between Grand Falls and Florenceville, Perth-Andover is the only access point to Victoria County and upper Carleton County having the only major bridge across the Saint John River.* The Beechwood Floral Clock, Muniac Park, Tobique Indian Reserve, Tobique Narrows, the picnic park above Limestone, Plaster Rock, Drummond, and New Denmark can all be promoted and accessed through Perth-Andover.

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* There is a small, little-used bridge at Limestone.

3) The village is a gateway to the wilderness areas of the upper Tobique, Mount Carleton Park, and the Game Reserves of Renous and Plaster Rock. For tourists coming up the Saint John River Valley, Perth-Andover could become the main gateway to these important hunting, fishing, hiking and canoeing areas.

4) It is roughly midway between the Grand Falls and Hartland tourist bureaus and provincial parks.

The type of facility envisioned here would be a full-service bureau similar to that at St. Leonard--a wood frame building of approximately 50 m^2 with washrooms, racks for literature, one or two staff, connections to the toll-free lines of the Department of Tourism, Recreation and Heritage. There would be good access to the Trans-Canada Highway and a large parking area. There are several stretches of the highway near Perth-Andover with lovely views; if the Bureau was built along one of these stretches, a small picnic park could be added.

If a Bureau cannot be established, then the next best thing would be an information kiosk. Located at a site similar to that for a Tourist Bureau, the kiosk would contain signs for local tourist operations and a rack for brochures. If possible, washrooms, picnic tables, and a telephone booth could be added.

Recommended Action. The Victoria County Tourism Association should work for the establishment of a tourist information bureau along the Trans-Canada Highway at or near Perth-Andover/ Aroostook. The office would be run by the Association or the Province.

Responsible Person: Chairman of the Tourist Bureau Committee.

Funding Source: Department of Tourist, Recreation and Heritage (capital and operating), Association (operating)

Recommended Action. Failing the establishment of a tourist information bureau, the Victoria County Tourism Association should work for the establishment of an information kiosk in the same locale.

Responsible Person: Chairman of the Tourist Bureau Committee.

Funding Source: Department of Tourism, Recreation and Heritage (capital and operating), Association (operating)

Time Frame: Within two years.

Explanation. The Association would likely have greater success attaining this objective than a group of operators, officials and citizens from the villages of Perth-Andover and Aroostook.

The Association would represent the entire County and not be perceived as representing the self-interest of just the Perth-Andover area.

Action Step 8 - Formulate and Implement Quality Standards

Description. The long-term prosperity and growth of the tourism industry in Victoria County will depend upon maintaining a high quality of attractions, accommodations and services. A quality product encourages repeat business and positive word-of-mouth, two of the strongest drivers for any successful business.

In conjunction with the Department of Tourism, Recreation and Heritage, the Association can set, implement, monitor and enforce standards for the County. As a volunteer organization

the Association would have limited power over its membership. However, through peer pressure, education, and recognition for performance, the Association could exert effective control of quality.

A quality assurance programme could include the following elements:

1) service standards for parking (size, access), washrooms (size, cleanliness), and facilities (theme, cleanliness, health);

2) landscaping guidelines for lawns, flower beds, driveways, parking lots, signs and buildings; and

3) Staff training (to be covered in Action Step 9).

The objective of this programme will be to optimize the value for price relationship for the County.

Recommended Action. The Victoria County Tourism Association in conjunction with the New Brunswick Department of Tourism, Recreation and Heritage should implement a quality assurance programme for tourist operations in the County.

Responsible Person: Chairman of the Quality Standards Comittee.

Funding Source: Little funding required but information should be obtained from Federal and Provincial sources.

Timeframe: Within three years.

Explanation. In the long-term, quality assurance could be one of the most important functions of the Association.

Action Step 9 - Develop an Employee Training Programme

Description. In conjunction with the quality assurance programme, the Association should encourage staff training by its member-operators. Almost all tourist operations have a core of permanent, full-time and part-time employees which is supplemented by temporary and seasonal employees. A training programme therefore would consist of two types of training:

1) detailed, wide-ranging and long-term training for permanent employees;

2) intensive, short courses for seasonal and temporary employees.

A hierarchy of training methods could be used including seminars and courses by professionals for owners, managers and senior staff, in-house instruction by professionals or managers for permanent staff and instruction by permanent staff to seasonal employees.

Topics for training could include:

1) Courtesy - for all staff in guest-contact positions.

2) Etiquette - for all staff in guest-contact positions.

3) Cleanliness - for all restaurant, lounge, housekeeping, and maintenance personnel.

4) Technical training - for maintenance, receptionist, bar, cashier, and reservations staff.

5) Handling complaints - for all guest-contact positions.

6) What . see, what to do, where to go in Victoria County - for all guest-contact positions.

The people of Victoria County are friendly to guests, but friendliness is only one attribute of well-trained tourism staff. A well-designed training programme is necessary to ensure tourists enjoy their stay and, perhaps, return again or tell their friends about the area.

Recommended Action. The Victoria County Tourism Association, in conjunction with the New Brunswick Department of Tourism, Recreation and Culture, should develop a tourism training programme for all staff and encourage Association members to participate in the programme.

Responsible Person: Chairman of the Training Committee.

Funding Source: Federal Governmenet (Tourism Canada, Canada Manpower), Department of Tourism, Recreation and Culture.

Timeframe: Within three years.

Explanation. This programme would be a valuable part of the quality assurance programme recommended earlier.

Action Step 10 - Promote the Designation of Scenic Routes

At present, New Brunswick has at least four highways designated as Scenic Routes (Route 102 from Oromocto to Grand Bay, Route 114 from Penobsquis through Alma to Moncton, Route 134 from Bathurst to Belledune and Route 134 from Tidehead to Dalhousie).

The New Brunswick Department of Transportation and Tourism, Recreation and Heritage have collaborated in the development of special signs to highlight these routes for tourists.

To qualify as a Scenic Route, a highway must meet four criteria:

1) It must meet standards as a collector route to ensure optimum safety of large recreation vehicles (trailers, motor homes);

2) It must have good access and egress from an arterial route such as the Trans-Canada Highway;

3) It must have a good quality of service and accommodation for tourists; and

4) It must portray the region's character and image.

While these criteria eliminate several of Victoria County's picturesque back roads (example Route 390 from Tobique Narrows to Plaster Rock, Route 395 from Plaster Rock to Nictau, Route 380 through Lake Edward), they still leave four routes in contention:

1) Route 105 - from Grand Falls to Muniac
2) Route 108 - from Grand Falls to Renous
3) Route 109 - from Perth-Andover to Plaster Rock
4) Route 190 - from Fort Fairfield to Perth-Andover

With appropriate themes and promotion, all these routes could become significant tourist attractions and benefit from promotion (writeups in brochures, standard signs, frequent signs) from the Province of New Brunswick.

Recommended Action. The Victoria County Tourism Association should adopt as a primary objective the designation of Routes 105, 109, 108 and 190 as Scenic Routes.

Responsible Person: Chairman of the Promotions Committee

Funding Source: Department of Tourism, Recreation and Heritage, Department of Transportation, Association

Timeframe: Within three years.

Explanation. If the Association has to focus its efforts upon one or two routes, its priorities should be first: Route 105, second: Route 109, third: Route 108, and fourth: Route 190. The reasons for these priorities are:

a) Route 105 is the longest of the routes and would provide the most economic benefit as a tourist route.

b) Route 109, in conjunction with Routes 105 and 108 forms a scenic triangle with great appeal as a Scenic Route.

c) Route 108 already has a strong appeal as a tourist route as a short cut between northwestern and southestern New Brunswick, thus it can be easily promoted without the Scenic Route designation.

d) Route 190 is the shortest route and this offers the least economic benefit potential as a Scenic Route. As well, it could easily be promoted as a gateway route between Canada and the United States.

5.3.3 On-going Activities

In addition to the various projects listed in the Action Steps, the Victoria County Tourism Association will have a number of duties requiring on-going attention. Examples are listed below.

1) Regular meetings of the Association members, executive and committees.

2) Frequent and regular liaison with officials of the Federal and Provincial government involved with tourism issues.

3) An information and communication programme between the Association and other groups (Village Councils, Grand Falls Industrial Commission, Department ofTourism, Recreation, and Culture, Tourism Canada).

4) Answering requests from prospective tourists.

5) Maintaining the stock of Victoria County tourism literature at tourist bureaus.

6) Responding to inquiries from prospective developers of tourism projects.

7) Promoting Victoria County through newspapers, magazines, television and other media (travel columns, restaurant reviews).

All of these on-going activities plus the action steps will keep the Association busy and help it meet its goals.

APPENDIX A

EXISTING ATTRACTIONS

DESCRIPTIONS

EXISTING ATTRACTION - TRANS CANADA HIGHWAY (TCH) (GRAND FALLS TO RIVIERE DU CHULE)

Background. More than just a highway, the Trans Canada Highway (TCH) is Canada's Main Street. It runs from St. John's to Victoria and passes by or through many of Canada's largest cities and towns. The TCH is the Country's main tourist highway and an attraction in its own right.

Assessment. It may seem unusual to classify the TCH as a tourist attraction, but there is little doubt that it attracts more tourists than a regular highway. To Victoria County, the presence of the TCH is a blessing and a curse; a blessing for directing hundreds of thousands of tourists into a County, a curse for discouraging the tourists from leaving the TCH and touring the County.

The TCH is a strong attraction with broad appeal as a transportation link.

EXISTING ATTRACTION - ROUTE 108 - "THE RENOUS HIGHWAY" (GRAND FALLS TO RENOUS)

Background. This highway has become a popular shortcut between northwestern and southeastern New Brunswick in recent years, not only with New Brunswickers, but tourists as well.

In addition, the highway has several scenic stretches, first through the potato country of Drummond and New Denmark, and then through the forests of the Plaster Rock and Renous Game Reserves.

Assessment. The shortcut aspect of the highway makes it a strong attraction for a special market segment, while its views give it moderate appeal to a broad market segment.

EXISTING ATTRACTION - THE RIVER ROADS (ROUTES 105, 109, 385, 390)

Background. Victoria County is blessed with several attractive primary and secondary highways along its two main rivers--Saint John and Tobique. These roads provide the visitor with several lovely vistas plus access to several waterfalls, headponds, rivers, streams, and tourist services.

Assessment. At present there is little promotion of the "river roads", although there will likely be extensive promotion of Route 385 once it is upgraded from Nictau to Mount Carleton Provincial Park. With proper development of the highway's attractions and services and a promotional campaign, the roads could become moderate attractions with broad appeal.

EXISTING ATTRACTION - THE FALLS AND GORGE AT GRAND FALLS

Background. This is the most famous of Victoria County's attractions. However, it is outside of the study area of the project and has not been studied or evaluated in detail.

Assessment. This is an attraction with a broad audience and moderate-strong appeal.

EXISTING ATTRACTION - TOBIQUE INDIAN RESERVATION

Background. The Tobique Reservation is one of the largest and most populous in the Province and has a strong sense of history and cultural identity. These attributes combined with the reservation's picturesque site (on the confluence of the Saint John and Tobique Rivers) and proximity to the Trans Canada Highway give the Reservation a strong marketing position.

The Reservation is outside the study area of the project and has not been studied or evaluated in detail.

Assessment. Indian culture has always held a strong attraction even in the days before multiculturalism. The Tobique Reservation has the potential to become an attraction with strong appeal to a broad market.

EXISTING ATTRACTION - SCOTCH COLONY

Background. In 1873, six hundred Scots from the counties of Aberdeenshire and Kincardineshire left their birthplace and moved to Victoria County. This large-scale migration led to the founding of Kintore, Bon Accord, Kincardine, and Kilburn--the Scotch Colony of Victoria County.

With strong Scottish roots and a close identification with a historic part of Scotland, the Scotch Colony could develop its connections into a cultural attraction. The countryside around the colony is quite attractive and could complement the cultural activities.

Assessment. The Colony should be developed into an attraction of moderate appeal to a broad segment of tourists. A major limitation on development is the proximity of Nova Scotia which has a strong Scottish identification.

EXISTING ATTRACTION - NEW DENMARK

Background. New Denmark dates from 1872 when six families and seven bachelors settled along the Salmon River. The Danish colony has retained much of its culture and many of its customs. It is the oldest Danish colony in Canada and one of the largest.

Assessment. With its unique culture and history, New Denmark has the potential to be a tourist attraction of strong, special appeal. Danish descendants, amateur historians and others would find this small colony in its lovely setting a place worth visiting and exploring.

EXISTING ATTRACTION - YORK'S RESTAURANT

Background. York's is arguably New Brunswick's most famous restaurant, perhaps the Maritimes'. The success of York's is a valuable lesson in tourism, for its success is largely due to its reputation of value for money, maintained over a long period of time. Little advertising is done, but word-of-mouth promotion is very strong. The menu is simple but the food is skillfully cooked and the helpings generous.

Assessment. York's has almost achieved the status of an institution and should continue to be an attraction of strong appeal to lovers of good food. Maintaining its market position is simply a matter of maintaining the restaurant's reputation for service and quality. Additional promotion could make York's an attraction of strong appeal to a broad market.

EXISTING ATTRACTION - OUTFITTING

Background. Victoria County, especially the upper Tobique River Valley, has a long history of quality, guided hunting and fishing for tourists dating from the late 1800s. Many famous people have stayed with the guides and outfitters of the Tobique including well-known sports figures, businessmen and entertainers.

These guests pay rates running up to $200-$300 per day for their hunting and fishing, employing many residents and adding many dollars to the area's economy.

Assessment. The outfitting industry in Victoria County is mature. This means that there is little room--perhaps no room--for expansion. Discussions with outfitters and government officials confirm this assessment, as they report that most new operators do not procure new clients but rather obtain clients from other outfitters. Price competition is common. There has been a relaxation of guiding and accommodation standards by some operators. And, most importantly, the wildlife resource is becoming stressed, forcing guides to range further and further for game.

At present, the outfitting industry is an attraction which has strong appeal to a special market. However, the industry is running a risk of deterioration of market position if current problems are not corrected (see Special Issue - Outfitting, Section 3.3.2).

EXISTING ATTRACTION - HUNTING AND FISHING

Background. Many New Brunswickers do their hunting and fishing in Victoria County; a number of people from neighbouring states and provinces do as well. These visitors are tourists and part of the group of fall tourists which extends the tourist season in the Upper Saint John River Valley.

Assessment. As tourists, the hunters and fishermen represent some revenue to the County. However, other than gasoline and groceries, many of these people spend little in the area, as they often stay in camps belonging to either friends or themselves. Furthermore, they contribute to the current pressure on the game and fish resources competing with the big-spending guests of outfitters. Thus, local hunters and fishermen represent a mixed benefit to the County.

The problem of fish and game depletion is a major concern. In 1987 the deer season was shortened by one week. Trout and salmon populations in the Tobique and Saint John Rivers are reduced. In the case of game, careful management is the only option with authorities trying to ensure a viable, healthy herd matched to the number of hunters. For fish, management and stocking are possible options; however, fish hatcheries are expensive operations which can be justified only if benefits equal or exceed costs.

EXISTING ATTRACTION - WILDERNESS LAKES

Background. Sisson Branch Reservoir, Trousers Lake, Gulquac Lake, Long Lake and several smaller wilderness lakes are popular locations for fishing and wilderness boating. Most are accessible by woods roads which are gravel but of relatively good quality. At present, these lakes are used mainly by outfitters and their guests, local sportsmen and small groups of sportsmen from outside the region. The last named group often stay with friends who are natives of Victoria County.

Assessment. In terms of fishing and hunting, Victoria County cannot sustain much more activity. The hunting season for 1987 was reduced by one week and the fish stocks are under pressure.* However, the lakes could receive more tourist development--certainly in the area of wilderness boating. Fishing, too, could be expanded with the implementation of stocking and/or catch-and-release programmes.

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*This is more of a problem in streams than lakes.

EXISTING ATTRACTION - BEECHWOOD HEADPOND

Background. Although Beechwood Dam is several kilometres below Victoria County in Carleton County, its headpond extends back into Victoria County - almost to Perth-Andover. The headpond and Trans Canada run parallel to each other and there are many locations where a water sports park could be developed between the headpond and the highway.

The headpond is not wide, nor particularly deep, but several boating activities could be supported such as canoeing, rowing, windsurfing and waterskiing. There are several stretches of gravel and sand which could serve as bathing beaches. The primary concern for swimming would be water quality.

Assessment. The Beechwood Headpond and, indeed, the entire upper Saint John River, is underdeveloped as a recreation and tourist centre. There is good access to the river along most of its length and with careful development, it could become a popular attraction of moderate appeal to a broad market.

EXISTING ATTRACTION - TOBIQUE NARROWS DAM AND HEADPOND

Background. The Tobique Narrows area is very picturesque with a large hydroelectric dam, deep blue water and imposing cliffs. Over the last twenty to thirty years, some tourist development has occurred along the headpond, notably cottages on the Perth side and, formerly, a picnic park on the Indian Reservation side. However, except for fishing from boats or at the dam, there is little activity for tourists at present.

Assessment. Both banks of the headond have good potential for tourist development. A water sports resort consisting of a motel and/or campground with canoeing, rowing, waterskiing, swimming, and fishing activity would warrant investigation, especially in such a lovely setting.

Assuming adequate pollution control at the Village of Plaster Rock and the Fraser's sawmill, the entire Tobique should offer clean, clear water and offer many possibilities for recreation development.

Developed in a comprehensive, planned manner, the Tobique Narrows area could become an attraction with broad appeal and moderate strength.

EXISTING ATTRACTION - POTATO FIELDS

Background. While attraction might be too strong a term for the County's potato fields, the fields are certainly a feature which receives favourable comments from impressed visitors. Victoria County has several areas of well-kept, prosperous farms, all of which add to the beauty of the County.

Assessment. As is the situation for many rural and wilderness areas, Victoria County is faced with the problem of turning lovely scenery into a revenue-producing tourist attraction. As scenery, Victoria County's potato fields are a pasive attraction, a pleasing treat for the eyes as a visitor travels through the County. The key is turning this passive attraction into an active one--an activity or a reason to stop and shop or eat or stay overnight.

EXISTING ATTRACTION - AROOSTOOK

Background. The Village of Aroostook is the smallest incorporated municipality in the County. It has a picturesque setting on the confluence of the Aroostook and Saint John Rivers. Only a few kilometres from Perth-Andover, Aroostook obtains most of its commercial services from Perth-Andover.

Like Perth-Andover, Aroostook has a good location relative to the Trans Canada Highway (TCH) and is close to several tourist attractions and services, in particular, the Saint John and Aroostook Rivers, Tinker Dam, Four Falls, and the Aroostook Valley Golf Club.

Assessment. Aroostook has two strengths: its proximity to the Trans Canada Highway (TCH) and its pleasant appearance. If tourists could be enticed off the TCH to spend a mealtime or a night in the Village, it would likely develop a reputation as a pleasant resting place. The problem Aroostook faces is similar to that for Perth-Andover: how to entice travellers off of the TCH.

EXISTING ATTRACTION - DRUMMOND

Background. Drummond is a prosperous and growing village located among the fields of the potato belt. A modern village, it has a pleasant appearance amid lovely countryside. It is adjacent to Grand Falls and much of the village's commercial activity is directed towards that town.

Assessment. At present, much of Drummond's tourist business is related to traffic on Route 108. The close proximity of Grand Falls has resulted in local motels, stores, and restaurants locating in or near the town rather than in Drummond. Thus, the village has had trouble establishing a distinct tourist presence despite its attractive appearance and picturesque location.

However, Drummond has tourism potential which, if realized, could make it an attraction of moderate strength to both the broad and special markets.

EXISTING ATTRACTION - PERTH-ANDOVER

Background. Perth-Andover has an excellent location or tourist traffic with several heavily used roads passing by or through it (Trans Canada Highway (TCH), Route 190, Route 105, Route 109). In addition, it is close to the Aroostook River, the Tobique River, Tinker Dam, Tobique Narrows Dams, the Tobique Indian Reserve, the United States, Muniac Campground and Scotch Colony. The Village has some attractions of its own including its fair, York's Restaurant, the Saint John River, a curling club and several picturesque drives. It is a shopping and business centre for the southwestern portion of the County.

Assessment. Perth-Andover has not realized its potential as a tourist centre mainly because so much traffic passes by the Village, not through it. Even a small diversion of through tourist traffic into overnight guests would make Perth-Andover a prosperous tourist town. At present, about 600,000 tourists pass by the Village on the Trans Canada Highway. Spread over a 60 day tourism peak, a one percent diversion would yield 100 guests per night. At $103 each*, the economy would receive $618,000 in additional income.

The key for Perth-Andover's tourism prosperity then is to divert traffic off of the TCH. If successful, the village could become an attraction with moderate appeal to a broad market.

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* The average expenditure for an overnight guest in New Brunswick

EXISTING ATTRACTION - PLASTER ROCK

Background. Plaster Rock is well-located as a gateway to the New Brunswick wilderness. Both Route 385 (soon to be a major entrance to Mount Carleton Park) and Route 108 (which passes through the Plaster Rock and Renous Game Refuges) pass through Plaster Rock. In addition, the village serves as a service centre for the important outfitting industry of the upper Tobique Valley.

The village has several attactions in its immediate area including the Tobique River, its Tourist Park, Fraser's sawmill (the largest in eastern Canada), a golf course and a curling rink. In the region are several picturesque drives.

Assessment. Plaster Rock has the most highly developed tourism profile in the County* thanks to outfitting, fishing, and hunting activity in the upper Tobique Valley. Its prospects too are excellent with the increasing popularity of Route 108 as a tourist highway and the scheduled upgrading and extension of Route 385 to Mount Carleton Park. Furthermore, almost every tourist development for the County whether in Drummond, New Denmark, Aroostook or wherever, will tend to enhance Plaster Rock as a tourist centre.

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* Remember, Grand Falls is not part of the study area.

APPENDIX B

TOURISM OPPORTUNITIES DESCRIPTIONS

APPENDIX B1: ACTIVITIES

IDEA - SCENIC AUTO TOUR

Background. By combining scenic routes, waterfalls, and scenic lookouts, the Victoria County Tourism Association could create a scenic tour. With stops for photographs, short walks, coffee breaks, and lunch, the tour could take most of a day and lead more tourists to stay overnight in the County.

Assessment. Because the tour would include side trips on back roads, it could not be accepted as a scenic route. However, if the side roads were in good repair, most tourists could travel the tour without risk to their vehicles.

This tour could become a moderate attraction with broad appeal.

IDEA - CANOE TOURS

Background. While white-water rafting receives extensive publicity, there are many people who would appreciate a leisurely paddle through beautiful country. Victoria County has little white water, but many miles of scenic touring on the Tobique and Saint John River.

Assessment. Unlike the canoe races discussed on pages B2.3 and B2.4, the canoe tours would be leisurely paddles which novices could take with guides. Various lengths of tours could be developed with overnight camping along the river, fishing and swimming stops, short hikes provided as options.

Such tours could exert strong appeal to special groups of tourists.

IDEA - AUTUMN BUS TOURS

Background. The Upper Saint John River Valley has a strong appeal for tourists in the fall. The rolling hills, fertile fields, and thick forests give travellers many beautiful views before and after the leaves change colour. The area already benefits from heavier fall tourist traffic than the rest of the Province, and this trend could be extended with special "autumn leaves" tours.

Assessment. There is good potential here. Bus tours tend to attract older tourists, many of whom require extra care. Hosting these tours during off-peak periods will allow operators to devote the extra care required. The benefits will be substantial, busloads of tourists represent significant income to hotel, restaurant, and souvenir stand owners during the fall season.

As a side issue, promoting "autumn leaves" tours could be another project for a Victoria County Tourism Association. With an Association in charge, such steps as planting special fall plants in parks or at tourist sites could be considered--plants which have beautiful or usual fall colours.

IDEA - PHOTOGRAPHY/WILDLIFE EXCURSIONS

Background. At present, Victoria County has a well-established industry for hunting or fishing animals for sport and food. However, a growing number of North Americans wish to hunt animals for viewing and taking photographs. Bird-watching, whale-watching, and nature photography have become major segments of the wildlife tourism industry.

Assessment. This concept has good potential, especially for its off-season character. However, it would need to be promoted to a different market segment with different needs (better quality accommodations, dark rooms). Any outfitter considering this market would have to investigate it thoroughly.

This is a concept with potential as a special attraction with strong appeal.

IDEA - DIRT BIKE/ALL-TERRAIN VEHICLE (ATV) RACES

Background. Off-road racing of motor vehicles has become very popular in North America and Europe--both as a participatory and spectator sport. As a matter of fact, some large sports arenas have been converted into back-country pastures for the purposes of racing.

Victoria County has many fields which would be ideal for ATV racing and could host a major event if the sponsors and spectators were available.

Assessment. Victoria County could certainly become a center for ATV participants, but is likely too far from large urban centers to host a large (15,000 people or more) event. As a participation center, Victoria County could become an attraction of strong appeal for a special group.

IDEA - TOUR OF FRASER COMPANY SAWMILL

Background. The Fraser Company has been a major part of Victoria County, especially the upper Tobique Valley, since the 1800s. Much of the lumberland in the County is leased or owned by the company and much of the labour force in the Plaster Rock area is employed by the firm.

The Fraser sawmill in Plaster Rock is one of the largest in eastern Canada and the opportunity of a guided tour could be attractive to many tourists.

Assessment. A well-run guided tour is an educational experience and can generate interest and good will for the company and the region. One feature of many guided tours is the presentation of factory samples; this would be difficult for a sawmill, but the company could substitute with a seedling from a nursery, an information brochure or a poster describing the sawmill, Fraser's forestry operations, or the wildlife of New Brunswick.

Over time, a properly promoted tour programme could become an attraction with strong appeal to special market segments (students, technologists, foresters, engineers).

APPENDIX B2: EVENTS

IDEA - CHURCH AND COMMUNITY SUPPERS

Background. When people visit rural areas such as Victoria County, they anticipate a strong home cooking tradition. Since one of the best means of attracting and keeping tourists is with good food, church or community suppers are one of the best sources of good food a rural community can offer.

Assessment. If tourists are aware of church or community suppers, many will attend. The key is publicizing these suppers, especially as most groups hold them only once or twice a summer. The Victoria County Tourism Association could publicize these suppers and, perhaps, coordinate the supper schedules so tourists could plan on at least one supper per week somewhere in the County.

These suppers are an ideal tourist activity--attracting tourists while directly benefiting local churches and organizations.

IDEA - VICTORIA DAY IN VICTORIA COUNTY

Background. "Victoria Day in Victoria County" could provide the County with a good opportunity to extend its tourist peak into the long weekend in May. Victoria, British Columbia has made the holiday a key part of its tourist calendar and draws tourists from great distances for its celebrations.

Victoria County does not have a centre of Loyalists or Royalist Assessment tradition equivalent to Sussex, Fredericton or St. Andrews. Thus, it would be a difficult and long process to create that tradition in one of its small English-speaking villages (Aroostook, Perth-Andover, Plaster Rock).

What the County could do, however, is focus on the "Spring Break" aspects of the Victoria Day weekend. Fundy National Park, for example, has traditionally attracted a large crowd of young people from the Moncton area on the Victoria Day weekend. This could be an ideal time for the Tobique or Saint John River canoe races discussed on pages B2.3 and B2.4, or the car rally suggested on page B2.5. Combined with promotions by the County's motels, restaurants and other businesses, these activities could create broad, strong appeal.

IDEA - TOBIQUE RIVER CANOE RACE

Background. The Tobique River has a rich heritage of canoeing (Indians, outfitters, canoe makers) and there are several races run annually on various stretches (Riley Brook Community Days: Nictau to Riley Brook, Arthurette Fun Days: St. Almo to Arthurette). Canoeing has long been a popular sport and recently has become even more popular. Thus canoeing and the Tobique seems to hold good potential as a tourist event.

Assessment. The event could become an attraction with strong, special appeal and moderate, broad appeal with the proper organization, promotion, and sponsorship. Organization would likely be readily available as many residents are themselves enthusiastic canoers. Sponsorship could take time to develop, but this delay would allow organizers to gain experience. Promotion would be dependent upon organization and sponsorship.

According to residents, the race would have to be held during late May or early June to ensure adequate water flow. Otherwise, portages would be frequent.

IDEA - SAINT JOHN RIVER CANOE RACE

Background. From Grand Falls to Beechwood, the Saint John River offers good canoeing and could be an attractive race course. As is the case for the Tobique (see page B2.3), the Saint John has a canoeing tradition and organizers could benefit from the fine location and growth in popularity of the sport.

Assessment. The event could become an attraction with strong, special appeal and moderate, broad appeal with the proper organization, promotion, and sponsorship. Organization would likely be readily available as many residents are themselves enthusiastic canoers. Sponsorship could take time to develop, but this delay would allow organizers to gain experience. Promotion would be dependent upon organization and sponsorship.

According to residents, the race would have to be held during late May or early June to ensure adequate water flow. Otherwise, portages would be frequent.

IDEA - CAR OR MOTORCYCLE RALLIES

Background. A major rally can attract enthusiasts from several hundred kilometres away. Victoria County has many possible rally routes on public and private roads. The County's high terrain, numerous streams, fields, and forests lend themselves to an attractive and challenging course.

Assessment. Organizing a rally requires much preparation by many volunteers. Finding and keeping volunteers would be the key issue. Sponsorship could also be difficult, although many local businesses would likely sponsor such a tourist event.

A well-organized, well-sponsored rally could become an event with moderate, special appeal.

IDEA - MUSIC FESTIVAL

Background. Almost everyone loves music. Musical tastes vary, however, so most festivals are targeted to certain musical segments: folk, rock, classical, country, jazz. Generally most mainstream festivals are located in large cities where crowds are large enough to pay the performance fees of well-known acts. However, some festivals are held in smaller communities and succeed by appealing to a narrow segment of the music audience. The best example of a small town festival is the Miramichi Folk Song Festival. This festival has become a strong attraction of special interest.

Assessment. This would be a difficult event to develop. The two most promising music types, folk and country, already have annual festivals at Chatham - Newcastle and Woodstock. Any new festival would have to compete with well-established events, therefore. Other music segments like jazz or laroque classical musical do not have the kind of local following required to supply volunteers and sponsors.

IDEA - HOSTING MAJOR TEAM SPORTS EVENTS

Background. In the context of Victoria County a major sports event would be an event of regional, provincial or Maritime stature. These events do not necessarily attract large numbers of spectators rather large numbers of participants. Often these participants will spend large sums on accommodations, meals, entertainment, and souvenirs.

Assessment.

1) Softball. This is Canada's favourite participation team sport mainly due to the growth in the slow-pitch variation of the game. With slow-pitch softball, many teams of "old-timers" women and men compete. It is a very social sport with fun and companionship stressed as much as winning.

   By sponsoring an annual tournament or championship, a community will attract from fifteen to thirty players and family members per team. Most will patronize local hotels, restaurants, pubs, and stores.

2) Baseball/Fastball. These are more competitive sports and require higher quality playing fields and officiating than slow-pitch softball. Tournaments for baseball and fastball will attract fewer teams but more fans. Hosting such a tournament also generates more media publicity.

3) Basketball/Volleyball. Outside of high school players neither sport has the large number of participants of soft-ball. Both require quality facilities and officiating.

However, if a community has a good gymnasium it could start a tournament and have its tournament grow with the sports popularity.

4) Rugby/Football. Both sports are popular in southern New Brunswick. Football participation tends to end at university although a few "touch" leagues have players in their 30's and 40's. Rugby is a young adults sport. Sponsoring competitions in Victoria County would require starting from scratch: facilities, participants, fans, officials.

5) Hockey. With the growth of "old-timers" hockey, the sport now has participation from ages five to fifty or older. Tournaments for young children usually attract several parents as well. Old-timers tournaments draw participants similar to slow-pitch softball.

Perhaps the biggest appeal of hockey tournaments to tourism operators is that the tournaments occur during the off-season.

6) Curling. Many curlers spend several weekends a year travelling to bonspiels. Some bonspiels, the "Monctonian" for example, draws hundreds of participants from across eastern North America. On a smaller scale the "Mockler Memorial" in Perth-Andover attracts participants from New Brunswick and Maine bringing several dozen tourists to the village in February.

7) Golf. At present most golf tournaments tend to attract only the better golfers. However, a "duffers" tournament could become a popular event and, if held in September, cause little disruption to regular golf club play.

All the above events require:

a) organization by volunteers;
b) sponsorship for prizes and gifts;
c) facilities suitable for the level of competition;
d) officials (referees, scorers, umpires, timekeepers); and
e) community sport.

Properly run, a tournament in any of the above sports could become a medium attraction of special appeal.

IDEA - HOT AIR BALLOON REGATTAS

Background. Another way to benefit from the popularity of this sport is to host ballooning events. Balloonists are dedicated to their sport and if any area becomes known as a ballooning "hot spot", it could become an annual stop on the balloonists' tour.

Assessment. Hosting a ballooning event would attract many spectators in addition to the balloonists. Held in conjunction with a country fair or festival, a balloon regatta could become a strong attraction with broad appeal. Like many specialized events, however, a ballooning regatta requires a team of people who know the requirements and needs of balloonists.

IDEA - CANUSA GAMES

Background. Sporting competitions are excellent attractions for tourists in addition to their health and good will benefits. The CANUSA Games are small-scale competition held as a regular (annual or biannual) exchange between a community in Canada and a similarly sized community in the United States. The competition involves many of the Olympic events, with the competitors being children of elementary school age.

In New Brunswick, the Town of Riverview holds CANUSA Games with the Town of Brewer, Maine. The games attract many young athletes and their parents and coaches.

Assessment. Any Victoria County village or community with a recreation council could sponsor the CANUSA Games and investigate possible partners in Maine, New Hampshire or elsewhere in New England. The Games can benefit a Village on many levels besides tourism. Certainly hosting the Games would attract many young Americans (most of whom would be billetted in homes) and their parents (many of whom would stay in hotels and bed and breakfast homes). The promotional benefits could be significant.

IDEA - FAMILY REUNIONS, FAMILY HISTORY, GENEALOGY

Background. In the mid 1970s the television show "Roots" marked a revival of interest by North Americans in family history and geneology. Much of this interest has been maintained.

The Maritimes have always had a strong pull on its natives, many of who return frequently even though they live thousands of kilometres away or have lived away for decades. Thus, it seems likely that a theme of "Family Ties", "Roots", "Old Home" or something similar used to promote a programme of reunions or research into family history or geneology would be successful for many tourists.

Assessment. Properly developed and promoted, this theme could be a strong attraction to a special group of tourists--people who have family ties to the County. To be successful the programme would require activities or opportunities which would alow the returnees to visit and meet friends, relatives and places of significance.

Promotion would not be that difficult, consisting mainly of mailings of letters and brochures. The address could be obtained from school records, friends and relatives.

APPENDIX B3: PLACES

IDEA - MAGGIE'S FALLS

Background. Maggie's Falls is a very picturesque waterfall on the Odellack River at Birch Grove, near Arthurette (13 kilometres off Route 109 plus a 2 kilometre hike). It is a local tourist destination, apparently with considerable appeal for people of all ages, especially young adults. Despite the number of visitors, the site is well maintained, possibly due to the efforts of nearby cabin owners.

Assessment. Because of its location, it is unlikely that Maggie's Falls could achieve an appeal level beyond strong appeal, special interest or moderate appeal, broad interest for tourists. Another consideration is the ownership status of the land surrounding the Falls--the existing owners may not wish to have the attraction developed.

IDEA - WATERFALLS

Background. Victoria County has a number of other waterfalls, large and small, low and high. Few of these falls are promoted, yet many tourists, especially day tourists from within the Province, would stop and view the falls if they knew where the falls were located.

Assessment. Most of the falls would be weak attractions of broad interest. However, if included as part of a Scenic Tour (Page B1.1) they would add appeal to the Tour. Furthermore, some of the falls, like Maggie's Falls, could be developed into sites with moderate appeal to a broad market.

IDEA - SCENIC LOOKOUTS

Background. Victoria County has several scenic lookouts, none of which are promoted to tourists. Many tourists would appreciate panoramic views of the fields and forests of Victoria County, and would be willing to take short detours for a view.

Assessment. The Victoria County Tourist Association could compile a list of scenic lookouts and then evaluate the lookouts. Evaluation criteria could include beauty, uniqueness, viewing distance, and proximity to main highway.

A scenic view close to the Trans-Canada Highway could be a moderate attraction with broad appeal.

IDEA - RAILWAY TRESTLE ACROSS SALMON RIVER AT DAVIS MILL

Background. Visitors travelling along Route 108 are often impressed with the length and height of this structure. It is particularly impressive when a train is crossing.

Assessment. Many tourists on Route 108 would likely stop and photograph the trestle if a viewing park was present. This park would be an excellent place for a kiosk promoting the attractions of Victoria County, in particular Drummond and New Denmark.

The park would be an attraction with moderate strength and broad appeal.

IDEA - TINKER DAM

Background. The name alone gives Tinker Dam a novelty which could make it a popular stopping point, especially as the dam is only a short distance from the Trans-Canada Highway.

Assessment. The Village of Aroostook could benefit from development of Tinker Dam as a tourist stop. A picnic or viewing area would be an ideal spot to sell Tinker Dam souvenirs and allow them to have their picture taken with the dam or headpond in the background.

People love unusual place names. Tinker Dam, New Brunswick could join Hell, Wisconsin, St. Louis de Ha! Ha!, Quebec and Heart's Content, Newfoundland as places of note. With proper promotion the name and location could make the dam a strong attraction with broad appeal.

APPENDIX B4: CONCEPTS

IDEA - MASCOTS/SYMBOLS/NICKNAMES

Background. Mascots, symbols and nicknames have been popular means of identifying communities for hundreds of years. The city of Berne, Switzerland has had the bear as its symbol for hundreds of years. This city, now the capital of Switzerland, has a bear pit where bears have been kept for generations. A symbol helps identify a community, makes it stand out, and helps make it easier to remember.

Within New Brunswick several towns have well-known symbols: Shediac is the "Lobster Capital of the World", Sussex is the "Dairytown", Campbellton has a large, stainless steel Atlantic Salmon sculpture, Hartland has its covered bridge, Saint John is the "Loyalist City" and so on. What symbols could Victoria County or its communities adopt?

Assessment. According to psychologists symbols can be powerful attractions and unifying influences. For these reasons, symbols should be selected with care: they must be accepted by residents before they are adopted for tourist promotion.

Once adopted the community symbols could be incorporated into the overall Victoria County theme. Working together the symbols could create an impact of great appeal to tourists. Presented below is a list of possible symbols.

- Animals:
  - Black Bear
  - White-Tailed Deer
  - Beaver

An animal could be adopted for the entire County or for a portion of the county, for example "The Upper Tobique - Black Bear Country".

- Fish: Salmon
  Trout

The salmon has been heavily used elsewhere (Restigouche, Miramichi) and is likely of little benefit. However another fish, say trout, could be used.

- Occupation: Lumberjack
  Pioneer
  Farmer

The lumberjack would be appropriate for the Plaster Rock-Upper Tobique area but not for the entire county. Similarly, the farmer could be used for the Drummond-New Denmark, lower Tobique, or Saint John River Valley areas. The pioneer would fit the entire County.

- Plants: Potato
  Spruce

Instead of the farmer and lumberjack, the potato and spruce could be selected instead.

- Nationality/Culture: Danish
  Scottish
  French
  Indian

Again the nationality/cultural symbols would be appropriate for only some parts of the County. The Danish connection has great potential.

- Topographic Features: Rivers
  Waterfalls
  Mountains
  Wilderness

Titles such as "New Brunswicks River Wonderland", "Victoria County, The County of Waterfalls", "The Mountain County", "Panorama County" and "New Brunswick's Wilderness County" have good potential.

IDEA - POTATO MUSEUM

Background. During the telephone campaign and public information meetings, many residents mentioned potatoes and potato fields as tourist attractions. In come cases, the idea was presented as a humourous idea, which is unfortunate because the potatoes and potato fields definitely have tourism potential. One means of capitalizing on the potential would be with a potato museum.

While not as famous as Prince Edward Island, Maine or Idaho, New Brunswick is known as a major potato-producing area. With the presence of McCain Foods--one of the largest, if not the largest, producers of frozen french-fried potatoes in the world--the Province has every reason to promote its potato productivity.

A potato museum could feature the many varieties of spuds (Netted Gems, Russet Burbanks), all its colours (yellow, blue, red), its history (South American origins to high-tech factories), its popularity, and the many uses and recipes for the vegetable. The Potato Museum could be combined with the Agricultural Museum described on page B4.6, as well as a Potato Restaurant.

Assessment. The potato is one of the most popular vegetables in the Western World, so a potato museum would have broad appeal. However, the potato is not a glamorous food, and a museum would require careful promotion to strengthen its appeal--perhaps the world's largest potato statue. With the proper mixture of fact, fancy and promotion, the museum could become a major attraction with strong, broad appeal.

It would be a logical attraction for Drummond, and it is possible that McCain Foods and New Brunswick Agriculture would support the concept.

IDEA - AGRICULTURAL MUSEUM

Background. New Brunswick is a province built by its forests, mines, fishing and farming. At present, forestry and fishing are well-represented with museums and exhibits in the province, but farming is not. As a farming area, Victoria County could develop an agricultural museum featuring the methods and machines, crops and pests of New Brunswick's farming history.

Assessment. The concept has potential but would require careful promotion. It would be a relatively easy task to assemble the material for the museum, but the museum would attract few tourists unless it piqued their interest. To succeed, the museum would need active, not passive, displays to encourage children (and adults) to play with models and demonstrations. Slide shows, a petting zoo, unusual plants, collections of largest plants--all of these factors could combine to create an attraction of strong, broad appeal.

IDEA - WILDLIFE PARK AND MUSEUM

Background. The Upper Tobique Valley is one of New Brunswick's premier wilderness areas, with an extensive outfitting industry. In addition, with the development of Mount Carleton, the area could become a centre for wilderness hiking and canoeing. With this background in view, an exhibit of the area's wildlife and outdoors heritage could be developed in the Plaster Rock/Riley Brook area.

Assessment. This project could be developed as a family attraction or an outdoorsmen's attraction. In the former case, the emphasis would be on the animals and the exploits of hunters and pioneers; in the latter case, it would be on the history, techniques and weapons, and habitat of New Brunswick's hunting and fishing heritage.

The family-oriented museum would draw more people, hunters and nonhunters alike. It could have moderate, broad appeal.

IDEA - PIONEER MUSEUM

Background. Much of Victoria was settled in the relatively recent past (late 1800s). Thus, the County is a pioneer county in many respects. With this heritage of Indians, wilderness, forestry, farming and immigration, it would be relatively easy to develop a pioneer museum illustrating this history.

Assessment. It would be difficult for this museum to compete with the many other historical museums in the province, let alone the historic villages of Village Historique Acadien and King's Landing. The exhibits would better be exhibited in theme museums such as the New Denmark Museum, Grand Falls Museum or the other museums suggested in this report (agriculture, potato, wildlife).

IDEA - INDIAN HERITAGE MUSEUM

Background. The Tobique Indian Reserve is one of New Brunswick's largest reservations and has a strong identity. This cultural difference could appeal to many tourists through an exhibition of Indian artifacts, culture and food, perhaps with a combined museum, theatre, gift shop and restaurant.

Assessment. Although outside the boundaries of the study area, the Reserve has great potential as a tourist attraction. The museum could be one means of developing that potential.

IDEA - LOW GASOLINE PRICES

Background. Victoria County has gasoline prices which are among the lowest in the Province and could attract day-trippers from places like Fredericton where gasoline is more expensive. While in Victoria County, these visitors would likely stop for a coffee break or a meal, and could be enticed to see one or more attractions.

Assessment. The low gasoline prices could be a temporary phenomenon but it has lasted for several months already. Thus, while not something to base long-term tourists plans on, low gasoline prices could be used as a promotion feature. For people within the Province, it could sway their choice of a Sunday drive destination.

IDEA - THE FOODS OF VICTORIA COUNTY

Background. People will drive hundreds of kilometres to visit a good restaurant. York's Restaurant has proven that point: many Fredericktonians will drive to York's for a yearly visit. Good food can be an important tourist attraction and, if there is a cluster of good restaurants and cateries, people are likely to either stay over or return to visit one or more restaurants. Consider the famous lobster suppers of Prince Edward Island.

Unfortunately, it takes years for a restaurant to build a reputation for excellence, especially if it is remote from a large city. The time period can be shortened if a restaurant can offer something unique or special--unusual cuisine, famous chef, striking premises. Victoria County could do this by featuring local produce on the menu.

Assessment. The lack of inventiveness with local produce in New Brunswick is quite striking, especially the farm produce. Potatoes, for example, are served mashed, baked, french-fried, or as chips. Common home potato dishes such as refried potatoes, potato pancakes, shepherd's pie, or even potato fudge are rarely found on menus. Yet to many tourists, especially those visiting quality restaurants, a big part of the trip is sampling different foods cooked in different ways.

Victoria County is a farming, fishing, and hunting area. Why not reflect this fact on restaurant menus? Even though the tourist may not order fiddleheads or potato juice, he or she will remember that one restaurant, at least, offered different fare. And quite likely that tourist will revisit the restaurant some day to try the unusual dish.

A quality restaurant sector could become a strong attraction with broad appeal.

IDEA - HOT AIR BALLOON RIDES

Background. Hot air ballooning has become very popular in recent years. Balloon rides can provide spectacular views and when the gondola is open the effect can be close to flying. The balloon could be tethered or free-floating.

Assessment. Tethered balloons would be attractions in their own right. However, if located at a place of known tourist appeal, the attraction effect could be multiplied. Possible locations: Grand Falls, Grand Falls Gorge, Ford's Mills railway trestle, Tinker Dam, Tobique Narrows Dam.

Free-floating balloons require large open fields away from towns and cities. Sites which appeal to riders are locations with interesting or spectacular scenery. Possible locations include: Drummond, New Denmark, Four Falls, Carlingford, Arthurette.

A cautionary note: ballooning can be expensive in terms of equipment and liability insurance.

IDEA - SPECIAL CAMPS

Background. Many children, young adults and adults love camping. A large camp can generate considerable revenue for an area in terms of food and supply purchases and service and construction jobs. However, to succeed, a camp must offer some special feature such as a special affiliation (church, service club) or attraction (sports, crafts, skills).

With its large area of forests and numerous streams, Victoria County has many good sites for camps. However, the County is distant from any large population centers and thus County camps would need special affiliations or attractions to draw campers from further than the local area. Among the possible affiliations or attractions area: camps for gifted children for computers, sports, science, or performing arts (examples, Shad Valley*, Jeunesse Musicales), camps for disabled children for special training, computers, sports, etc., special sports camps featuring renowned instructors (example, Florida's numerous tennis schools), writers' retreats, ministers' retreats and so on.

Assessment. The idea has potential, but the implementation could be difficult for several reasons. First, an operator will have to make the necessary affiliation (Kidney Foundation, Shad Valley, Sports Canada) or develop an attraction and promote it. Secondly, the operator would have to maintain high standards in accommodation and service. This could require substantial

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*Shad Valley is a programme for gifted high school students. It involves a month-long "camp" featuring studies, sports, entertainment and friendship. The University of New Brunswick is a sponsor.

investment in equipment (computers, sports gear) and staff (hiring experts, training staff). To justify these efforts and expenditures, an operator would need to know what specialties were popular and which ones were not met by existing camps.

The investment would be high but the paybacks could be large.

IDEA - GUIDE/OUTFITTERS' SCHOOL

Background. One of Victoria County's greatest resources is the guiding and outfitting knowledge of its residents. This knowledge, combined with the County's game and fishing riches, could become the basic tools for a guiding and outfitting school. This school could be used to train professional guides and hunters for the entire Atlantic region or, as a tourist attraction, to train sport hunters and fishermen in the skills and lore of their sport.

Assessment. There is good potential in either concept. Firstly, the Provincial Departments of Natural Resources and Energy and Tourism, Recreation and Culture have recognized a need for better and tighter controls on the outfitting industry. In particular, the Province and the Outfitters Association see a need for licensed guides and outfitting operations. Thus, a school would meet a recognized need for standards and training.

Secondly, the school would appeal to many tourists, especially those from urban locations. The prospect of learning woods lore and wilderness skills would draw many novices and experienced outdoorsmen.

This concept has potential as a special attraction with strong appeal.

IDEA - FACTORY OUTLET AND SPECIALTY STORES

Backgrounds. In recent years the State of Maine has become a shoppers' haven because of the presence of factory outlet and specialty stores. The southwestern corner of that state in particular has a large concentration of these stores (Kittery, Freeport).

The appeal of these stores lies in the sale of quality, brand merchandise at lower-than-retail prices. The lower prices are due to the close proximity of a factory (example, Dexter Shoes) and/or the large volume of goods sold.

The popularity of these stores is such that many tourists plan shopping trips to the area.

Assessment. Except for a few specialty items dealing with hunting, fishing, and camping (example, canoes), factory outlets and specialty stores would likely not locate in Victoria County. The primary reason for this assessment is that Victoria County does not have a market area comparable to southwestern Maine: the County has about 500,000 people within 200 kilometres driving distance, southwestern Maine about 6,000,000 people.

For specialty items such as canoes, sales promotion could create an attraction with a strong appeal to a market segment.